

A meeting of the **CABINET** will be held as a **REMOTE MEETING VIA ZOOM** on **THURSDAY, 17 SEPTEMBER 2020** at **6:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

### **APOLOGIES**

**1. MINUTES** (Pages 5 - 12)

To approve as a correct record the Minutes of the meetings held on 16th July, 28th July and 18th August 2020.

**Contact Officer: H Peacey: (01223) 752548**

**2. MEMBERS' INTERESTS**

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

**Contact Officer: Democratic Services - (01223) 752548**

**3. CORPORATE PLAN REFRESH 2020/21** (Pages 13 - 30)

To receive a report from the Business Intelligence and Performance Manager on the refresh of the Corporate Plan for 2020/21 prior to its approval by the Council.

Executive Councillor: R Fuller.

**Contact Officer: D Buckridge: (01480) 388054**

**4. CORPORATE PERFORMANCE REPORT 2020/21, QUARTER 1** (Pages 31 - 66)

To receive a report from the Performance and Data Analyst on the delivery of the Corporate Plan 2018/22 and project delivery.

Executive Councillor: J Neish.

**Contact Officer: E Charter/J Taylor: (01480) 388119**

**5. FINANCIAL PERFORMANCE REPORT 2020/21, QUARTER 1**

To receive a report from the Chief Financial Officer on the Financial Performance Report 2020/21, Quarter 1 (TO FOLLOW).

Executive Councillor: J Gray.

**Contact Officer: C Edwards: (01480) 388822**

**6. CONSULTATION ON ENGLAND'S ECONOMIC HEARTLAND: DRAFT TRANSPORT STRATEGY** (Pages 67 - 92)

To receive a report from the Service Manager (Growth) on the aims and objectives of the Draft Transport Strategy and the draft consultation response on issues that affect the Huntingdonshire District Area.

Executive Councillor: J Neish.

**Contact Officer: C Kerr: (01480) 388430 / 07810 637540**

**7. A141 STUDY/ST IVES STUDY** (Pages 93 - 182)

To receive a report from the Service Manager (Growth) on the A141 and St Ives Studies.

Executive Councillor: J Neish.

**Contact Officer: C Kerr: (01480) 388430 / 07810 637540**

**8. EXCLUSION OF PRESS AND PUBLIC**

To resolve:

that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information) and the information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**9. POTENTIAL JUDICIAL REVIEW RELATING TO NON-COMPLIANCE WITH A STATUTORY DUTY IN RESPECT OF CONSERVATION AREAS** (Pages 183 - 194)

To receive a report from the Conservation and Environment Team Leader.

Executive Councillor: J Neish.

**Contact Officer: L Brown: 07500 027505**

9 day of September 2020



Head of Paid Service

**Disclosable Pecuniary Interests and Non-Statutory Disclosable Interests**

Further information on [Disclosable Pecuniary Interests and Non - Statutory Disclosable Interests](#) is available in the Council's Constitution

## **Filming, Photography and Recording at Council Meetings**

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Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

**Please contact Mrs Habbiba Peacey, Democratic Services Officer, Tel No: (01223) 752548 / e-mail: [Habbiba.Peacey@huntingdonshire.gov.uk](mailto:Habbiba.Peacey@huntingdonshire.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Cabinet.**

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Agenda and enclosures can be viewed on the [District Council's website](#).

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held as a Remote Meeting via Zoom on Thursday, 16 July 2020

PRESENT: Councillor R Fuller – Chairman.

Councillors Mrs M L Beuttell, S Bywater, J A Gray, D N Keane and K I Prentice.

APOLOGY: An Apology for absence from the meeting was submitted on behalf of Councillor J Neish.

IN ATTENDANCE: Councillor J M Palmer.

### 9 MINUTES

The Minutes of the meeting held on 17th June 2020 were approved as a correct record and signed by the Chairman.

### 10 MEMBERS' INTERESTS

No declarations were received.

### 11 3C LEGAL, ICT AND BUILDING CONTROL SHARED SERVICES ANNUAL REPORTS 2019/20 AND PARTNERSHIP AGREEMENT RENEWAL

The Cabinet received a report by the Corporate Director (People) (a copy of which is appended in the Minute Book) regarding the Shared Services' 2019/20 Annual Report and the progress of the renewal of the 3C Shared Services Agreement.

In introducing the item, the Executive Councillor for Corporate Services drew attention to the key outcomes to be achieved by the shared service over the ensuing 5 year period and commented upon the pressures placed upon 3C ICT to deliver against the challenges faced by the COVID-19 pandemic specifically in relation to network functionality and the Council Anywhere project.

Having been apprised with the comments of the Overview and Scrutiny Panel (Performance and Growth) and in expressing their support for the renewal of the Shared Services Agreement, it was

#### RESOLVED

- (a) that the 3C Shared Service Annual Report for 2019/20 as attached as Appendix 1 of the report now submitted be endorsed; and
- (b) that delegated authority be given to the Managing Director to finalise and agree the renewed partnership agreement by September 2020,

after consultation with the Executive Councillor for Corporate Services.

## **12 TREASURY MANAGEMENT SIX MONTH PERFORMANCE REVIEW**

Consideration was given to a report by the Chief Finance Officer (a copy of which is appended in the Minute Book) summarising the Council's treasury management activity over the second half of the 2019/20 financial year which included investment and borrowing activity and treasury performance.

The Executive Councillor for Finance and Resources reported that investments had generated £3.6m of income for the Council in 2019/20 which represented a rate of return of 6.5% which was welcomed by the Cabinet. The Chief Finance Officer then went on to report that owing to the COVID-19 pandemic there had been a reduction in the valuation of properties and expressed her view that this would be a temporary issue over the next 6-12 months as the market recovered.

In response to a question raised by a Member, it was confirmed that the valuation of the properties had been undertaken by a third party as at 31 March 2020. Whereupon, it was

RESOLVED

- (a) that the treasury management performance for the second six months of 2019/20 be noted; and
- (b) that the Council be recommended to consider the content of the report.

## **13 INTEGRATED PERFORMANCE REPORT 2019/20, QUARTER 4**

With the aid of a report prepared by the Performance & Data Analyst and Finance Manager (a copy of which is appended in the Minute Book) the Cabinet considered and commented upon the end results for the 2019/20 financial year for the Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22. The report also incorporated progress on the current projects being undertaken at the Council and financial performance information at the end of March 2020.

Attention was drawn to the three corporate projects rated "red" at the end of March 2020, of which two were ICT related projects relating to the Customer Portal and the Council Anywhere project which had been delayed owing to the COVID-19 pandemic. The Corporate Director (People) highlighted a number of performance indicators where positive achievements had been made which included the Council's commitment towards encouraging a fit and healthy population, ensuring pride of place and achieving commendable recycling and composting rates.

The Executive Councillor for Finance and Resources outlined the financial performance at the end of March 2020 where it was noted that underspends of £0.2m and £2.9m had been achieved in terms of revenue and the capital programme respectively. In noting the final outturn position and having

considered the comments of the Overview and Scrutiny Panel (Performance and Growth), the Cabinet

**RESOLVED**

- (a) to note the progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as outlined in Appendix A and detailed in Appendices B and C of the report now submitted; and
- (b) to note the Council's financial performance at the end of March 2020, as outlined in Appendix D and the register of reviews of Commercial Investment Strategy propositions as outlined in Appendix E of the report now submitted.

**14 COMMUNITY INFRASTRUCTURE LEVY - FENSTANTON**

Due to an imminent decision being required, an item of business was considered under the General Exception Provisions - Section 15 of the Access to Information Procedure Rules, as contained in the Council's Constitution.

Consideration was given to a report prepared by the Service Manager (Growth) (a copy of which is appended in the Minute Book) to consider a payment of £75,000 from Community Infrastructure Levy funding towards the provision of a new village hall for Fenstanton.

Having had their attention drawn to the funding commitments from the Fenstanton Village Hall Trust, Fenstanton Parish Council and the Cambridgeshire Community Fund and in expressing their support for the proposal, it was

**RESOLVED**

that the Cabinet support Community Infrastructure Levy funding of £75,000 as co-funding towards the construction of a new village hall in Fenstanton.

Chairman

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the Special Meeting of the CABINET held in as a Remote Meeting via Zoom on Tuesday, 28 July 2020

PRESENT: Councillor R Fuller – Chairman.

Councillors S Bywater, J A Gray, D N Keane, J Neish and K I Prentice.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor Mrs M L Beuttell.

IN ATTENDANCE: Councillors S J Corney and J M Palmer.

### 15 MEMBERS' INTERESTS

No declarations were received.

### 16 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

### 17 FUTURE HIGH STREET FUND

Due to the reasons as contained within the exempt report and an imminent decision being required, an item of business was considered under the General Exception Provisions - Section 15 of the Access to Information Procedure Rules, as contained in the Council's Constitution.

Further to Item No. 60 of the meeting of the Cabinet on 13th February 2020, the Cabinet gave consideration to an exempt report by the Service Manager – (Growth) (a copy of which is appended in the Annex to the Minute Book) on the Future High Street Fund.

Councillor S J Corney, Chairman of the Overview and Scrutiny Panel (Performance and Growth) reported upon the outcome of the Panel's deliberations on the matter. Following debate on the matter and having been satisfied with explanation provided by the Service Manager (Growth), it was

RESOLVED

that the recommendations (a) to (g) inclusive contained within the exempt report now submitted be approved which included approval of the Full

Business Case with associated documents, endorsement of CIL expenditure, priority options of proposals and the delegation of authority.

Chairman

# HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held as a Remote Meeting via Zoom on Tuesday, 18 August 2020.

PRESENT: Councillor R Fuller – Chairman.

Councillors Mrs M L Beuttell, S Bywater, J A Gray,  
D N Keane, J Neish and K I Prentice.

IN ATTENDANCE: Councillor J M Palmer.

## 18 MEMBERS' INTERESTS

Councillor S Bywater declared a non-disclosable pecuniary interest in Minute No. 20/19 by virtue of his membership of Cambridgeshire County Council.

## 19 COMMUNITY INFRASTRUCTURE LEVY SPEND - KIMBOLTON

Due to an imminent decision being required, an item of business was considered under the General Exception Provisions - Section 15 of the Access to Information Procedure Rules, as contained in the Council's Constitution.

Consideration was given to a report prepared by the Service Manager (Growth) (a copy of which is appended in the Minute Book) to consider a payment of £20,000 from Community Infrastructure Levy funding towards the construction of a new pedestrian crossing on the B645 in Kimbolton.

Having had their attention drawn to the funding commitments from Kimbolton Parish Council and the Cambridgeshire Community Fund and having been informed by the Executive Councillor for Strategic Planning of the understanding between contributing parties that the project would be completed by September 2023, it was

RESOLVED

that the Cabinet support Community Infrastructure Levy funding of £20,000 as co-funding towards the construction of a new pedestrian crossing in Kimbolton.

Chairman

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Plan Refresh 2020/21

**Meeting/Date:** Cabinet - 17th September 2020  
Council - 14th October 2020

**Executive Portfolio:** Executive Leader, Councillor Ryan Fuller

**Report by:** Business Intelligence and Performance Manager

**Wards affected:** All Wards

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### **Executive Summary:**

The purpose of this report is to update Cabinet on the refresh of the Corporate Plan for 2020/21 and present the proposed new actions and performance indicators to Council for approval.

The Council's Corporate Plan was adopted in 2018, comprising of a four year plan outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council. The Plan sets out what the Council aims to achieve in addition to core statutory services.

A 'light touch' review of the Plan has taken place which has allowed us to identify whether the 2019/20 key actions and performance indicators are still fit for purpose (i.e. which have been achieved and can be removed) and to include new or alternative actions and indicators that better reflect the Council's current direction. This has been informed by both the known and expected impacts of Covid-19 on our services but does not set out all the actions which will be taken as we deal with immediate issues facing our residents and move into the recovery phase.

A set of plans are being developed to form a strategic policy framework for the Council and this 'policy bookcase' is included as an annexe to the Corporate Plan.

### **Recommendation:**

The Cabinet is

### **RECOMMENDED**

to endorse the proposed list of key actions and performance indicators at Appendix A for inclusion in the Corporate Plan for 2020/21.

The Council is

**RECOMMENDED**

to approve the revised key actions and performance indicators for inclusion in the Corporate Plan for 2020/21.

## **1. PURPOSE OF THE REPORT**

- 1.1 This report seeks endorsement of the proposed key actions and performance indicators (PIs) for the Corporate Plan for 2020/21.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The Council needs a clear vision with strategic priorities, setting out its objectives and how these will be achieved. The Council's Corporate Plan was reviewed in 2018 and comprises of a four year plan outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council.
- 2.2 The purpose of the refresh is not about creating a new Corporate Plan but providing an opportunity to reflect on any changes needed to the key actions and PIs for 2020/21. This review provided an opportunity to consider whether any actions or measures have been achieved and should therefore be removed and whether any new actions or measures should be included. It was also an opportunity to consider whether the actions and measures continue to be the right ones. The review took account of whether any changes due to new challenges or ambitions were necessary.
- 2.3 The known and expected impacts of Covid-19 on our services and residents have been taken into account in reassessing priorities and several 'recovery actions' are listed where we expect to need to undertake additional work to deliver against our Strategic Priorities and Objectives as a result of the pandemic. More detail will be provided on what these activities will entail as our recovery plans continue to be developed and informed by emerging information.

## **3. OPTIONS CONSIDERED/ANALYSIS**

- 3.1 Quarterly performance reporting throughout the year has highlighted areas where actions and PIs could be improved. We have taken into account feedback throughout the year from Heads of Service, Officers who provide data and both Overview & Scrutiny and Cabinet Members.
- 3.2 All actions and PIs supporting the three Strategic Priorities (People, Place and Providing Value for Money Services) were examined; proposed changes considered included removal of, or amendments to, actions or PIs as well as the addition of some new actions or PIs. The list of proposed key actions and PIs for 2020/21 is attached at Appendix A.
- 3.3 This review has followed the development of Service Plans which allows us to more closely align the actions or PIs proposed for inclusion in the Corporate Plan with those being used to manage services. Where the same actions and PIs have been used, services will be clearly focussed on delivering the same outcomes and measuring these in the same way. The Corporate Plan provides the highest level in the "golden thread" running from the Plan through Service Plans to individual objectives set in Staff Appraisals.

- 3.4 Services will continue to monitor progress on their Service Plan aims and Members will continue to receive reports on progress made against key activities and PIs in the Corporate Plan on a quarterly basis.
- 3.5 Subject to any amendments, the proposed list of key actions and PIs at Appendix A will be submitted for approval by Council on 14 October 2020.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY**

- 4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report on the Corporate Plan Refresh at its meeting on 16th September 2020. Comments from the Panel will be submitted to Cabinet with this report.

#### **5. KEY IMPACTS / RISKS**

- 5.1 The key impact is that everyone in the Council will be clear about the actions and PIs to be used to measure progress made in delivering the Council's Vision and Strategic Priorities.
- Officers will be clear about what is important and their role as identified through individual objectives
  - Financial Planning will be more clearly linked to corporate planning
  - Service Plans will be more clearly linked to corporate planning
  - Members will know what information they will get and when
  - Portfolio Holders will be able to hold Officers to account
  - Overview and Scrutiny will have the information they need to hold Portfolio Holders to account

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 Following Cabinet, the proposed key actions and PIs will be submitted for approval by Council. Once approved, an updated version of the Corporate Plan will be made available to all employees through the Intranet and will be published on the Council's website. Progress in delivering our key actions and results for PIs in the Corporate Plan will be reported to Overview and Scrutiny and Cabinet every quarter as part of an integrated report, incorporating financial performance and progress in delivering corporate projects.

#### **7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES**

- 7.1 No changes are proposed to the Corporate Plan Vision or Strategic Priorities. The actions and PIs proposed will be used to measure progress in 2020/21.



## **8. CONSULTATION**

- 8.1 The Council's Senior Leadership Team and their teams have been involved in the refresh of the Corporate Plan, in consultation with relevant Portfolio Holders. The views of Overview and Scrutiny Members are to be submitted to Cabinet with this report following their meeting on 9 September 2020.

## **9. LEGAL IMPLICATIONS**

- 9.1 Not applicable for this report.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The Council's 2020/21 Budget and Medium Term Financial Strategy to 2024/25 was approved by Council in February 2020. The proposed 2020/21 Corporate Plan actions and PIs have been informed by the approved service budgets and savings and growth proposals. It is anticipated that there will be no additional resource implications as a result of adopting these actions and PIs. However, the impact of Covid-19 on our services, residents and finances will affect service delivery and performance and increase costs where additional spending is required to support residents and businesses and to fund action taken to aid social, community and economic recovery. Additional external funding will help to offset these costs and the impact on the current year's budget and the Medium Term Financial Strategy will continue to be reported to Overview & Scrutiny and Cabinet on a quarterly basis.

## **11. OTHER IMPLICATIONS**

- 11.1 No equality implications have been identified as a result of the refresh of the Corporate Plan.

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. The refreshed Corporate Plan will continue to guide the work of services responsible for delivery of the Council's ambitions, with actions and PIs to be used to monitor progress in 2020/21.

## **13. LIST OF APPENDICES INCLUDED**

Appendix A – draft Corporate Plan featuring key actions and performance indicators proposed for 2020/21, with Annex presenting the policy framework.

## **14. BACKGROUND PAPERS**

None.

## **CONTACT OFFICER**

Name/Job Title: Daniel Buckridge, Business Intelligence and Performance  
Manager  
Tel No: 01480 388065  
Email: [Dan.Buckridge@huntingdonshire.gov.uk](mailto:Dan.Buckridge@huntingdonshire.gov.uk)

## Corporate Plan 2018 – 2022

Huntingdonshire is already one of the best places to live in the country. We have good strategic transport links, a diverse workforce, below average unemployment, prosperous towns, active and engaged communities, a wide range of leisure options, a well-cared-for local economy and many, many other benefits.

We want to create an environment within which Huntingdonshire and its people can thrive. We want to protect and enhance the natural beauty of the area, ensuring that new development creates sustainable places where people want to live.

The Council is one part of a complex structure of public sector service providers and, in the context of public sector reforms and new ways of working, the need for collaborative partnership working is ever-increasing. We know we cannot deliver our vision alone and no single organisation has all the answers. We are taking the lead on work with partners such as the Cambridgeshire and Peterborough Combined Authority, to help bring in investment and attract people to live and work here.

The Council has taken a lead role in a multi-agency response to the national and local implications of COVID-19 and this has had significant short-term impacts and will impact on some of our medium-term objectives. Some changes that are happening now are likely to have a lasting impact on the area. In preparing this plan, some assumptions have been made around how long the emergency response will last and the recovery profile in terms of moving to a “new normal” way of life. It is anticipated that it will take up to 12 months for the local situation to stabilise.

We remain committed to addressing the area’s ‘grand challenges’ (Good Start, Good Health, Good Work, Good Place), which are now linked to our Corporate Plan, as well as a range of ‘wicked issues’ which present risks to the area, its people and the Council’s ability to deliver its vision. We will continue to be reactive to emerging issues as we address wider economic and environmental challenges and we will involve and support our residents and businesses in adapting to these challenges.

The Council’s Corporate Plan sets out a programme of activity to deliver growth and investment in the local economy whilst at the same time delivering quality services to residents. However, in the current climate we need to remain prepared to reallocate resources to react to new circumstances and to support evolving recovery plans.

Where we can properly plan for the future prosperity of our residents, find sensible solutions to tackle the things that matter to our residents and more proactively engage with the communities of Huntingdonshire; we will do so. We will do all these things because we are an ambitious **place** with huge potential and we always strive for the best outcomes for our **people**.

The Corporate Plan shows you our objectives, the work programmes we have put in place, the actions we will take and how we will measure our performance.

**Vision: We want to support a safe and healthy environment, deliver economic growth, provide value for money services and create opportunities for the people of Huntingdonshire**

**People (Good Start/Good Health):**

**We want to make our district a better place to live, to improve health and well-being and support people to be the best they can be**

**People – Support people to improve their health and well-being**

**Our Work Programme**

- Enabling people to live independently through the provision of adaptations and accessible housing
- Providing great, accessible green spaces, countryside, leisure and cultural facilities and opportunities for recreation and health
- Ensuring new developments have sufficient public green open spaces including play provision
- Facilitating and providing opportunities for positive activities that support residents' health and wellbeing needs
- Supporting, enabling and facilitating individuals to improve their health and well-being through self-care
- Working with partners to improve health and reduce health inequalities
- Prioritising accessible, high quality, well maintained open space, walking and cycling facilities on new housing developments
- Meeting the housing and support needs of our population

### Key Actions for 2020/21

- Work in partnership to provide greater leisure and health opportunities to enable more people to be more active, more often
- Establish a Healthy Open Spaces Strategy and Plan to maximise the health benefits of the Council's Parks and Open Spaces.
- **Recovery Action (One Leisure and Active Lifestyles – e.g. promoting health and wellbeing, sport and fitness activities, weight loss, healthy eating)**
- Provide financial assistance to people on low incomes to pay their rent and Council Tax
- Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners
- Adopt a new Homelessness Strategy and a new Lettings Policy
- Identify and implement solutions to eradicate the need to place homeless families in B&Bs

### Performance Indicators for 2020/21

#### We will measure our success in the following ways:

- Number of homelessness preventions achieved (cumulative year to date)
- Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
- Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)

#### More people taking part in sport and physical activity:

- Number of individual One Card holders using One Leisure Facilities services over the last 12 months (rolling 12 months)
- Number of individual One Leisure Active Lifestyles service users (cumulative year to date)

#### Providing more opportunities for people to be more active:

- Number of sessions delivered by One Leisure Active Lifestyles (cumulative year to date)

#### People participating more often:

- Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches, bowling and Burgess Hall (excluding school admissions) (cumulative year to date)
- People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date)

## People – Develop a flexible and skilled local workforce

### Our Work Programme

- Ensuring the full range of sufficient skills are available to support the Enterprise Zone
- Creating stronger links between businesses, education and training
- Working with businesses to establish current and future skills needs

### Key Actions for 2020/21

- Recovery Action (Community / Economic Development – e.g. promoting opportunities for local people to improve their skills and experience)

## People – Develop stronger and more resilient communities to enable people to help themselves

### Our Work Programme

- Supporting community development and enabling the voluntary and community sector to develop
- Working with communities to build resilience
- Increasing and supporting the development of levels of volunteering

### Key Actions for 2020/21

- Support community planning including working with parishes to complete Neighbourhood Plans
- Award and manage contracts for a public advice service and an infrastructure and support service for the voluntary sector
- Develop our asset-based approach to working with partners to improve opportunities for residents in the Oxmoor area, taking actions to increase community resilience and reduce demands and pressures on partner organisations
- Recovery Action (Community – e.g. work with Recognised Organisations or other community organisations to increase volunteering)

**Place (Good Place/Good Work):**  
**We want to make Huntingdonshire a better place**  
**to work and invest and we want to deliver**  
**new and appropriate housing**

**Place – Create, protect and enhance our safe and clean built and green environment**

**Our Work Programme**

- Ensuring that our streets and open spaces are clean and safe
- Working closely with partners to reduce crime and anti-social behaviour
- Collaborating with partners, providers and stakeholders in an enterprising fashion to enhance community resilience and build sustainable opportunities for people

**Key Actions for 2020/21**

- Establish a new park in St Ives
- Adopt a plan and deliver increases in nature – protecting and increasing biodiversity within our parks and open spaces
- Adopt Waste Minimisation Plan and deliver programme of waste minimisation activities to encourage people to reduce, re-use and recycle
- Install electric vehicle charging points in specific council owned car parks
- Install secure cycle storage facilities in specific council owned car parks

**Performance Indicators for 2020/21**

**We will measure our success in the following ways:**

- Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti or flyposting (cumulative year to date)
- Number of missed bins per 1,000 households (cumulative year to date)
- Percentage of household waste recycled/reused/composted (cumulative year to date)
- Number of complaints about food premises (cumulative year to date)
- Percentage of licensed taxi/hackney carriage/private hire vehicles that meet 'Euro 6' low vehicle emission standards (latest position at end of each quarter)
- Total number of appeals allowed as a percentage of total number of planning appeals decided (cumulative year to date)
- Number of cost awards against the Council where the application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date)

## Place – Accelerate business growth and investment

### Our Work Programme

- Supporting new and growing businesses and promoting business success
- Supporting the delivery of the Alconbury Enterprise Zone
- Supporting economic growth in market towns and rural areas
- Promoting inward investment

### Key Actions for 2020/21

- Develop a Regeneration Plan
- Prepare options reports for the redevelopment of the Bus Station Quarters in St Ives and Huntingdon
- Work with partners across the Cambridgeshire economy to deliver the ambitions of the Cambridgeshire and Peterborough Independent Economic Review / Local Industrial Strategy
- Recovery Action (Economic Development – Economic Growth Strategy)

## Place – Support development of infrastructure to enable growth

### Our Work Programme

- Facilitating the delivery of infrastructure to support housing growth
- Influencing the development of the Highways and Transport Infrastructure Strategy

### Key Actions for 2020/21

- Continue to work with partners and influence the Combined Authority (CA) and secure support and resources to facilitate delivery of new housing, drive economic growth and provide any critical infrastructure
- Support the implementation of ‘Prospectuses for Growth’ for St Ives, Huntingdon and Ramsey and the St Neots Masterplan
- Continue to provide active input into and work with partners on key transport developments, including the A428, East-West Rail and A14 improvements
- Work with partners to develop Oxford-Cambridge Arc (Ox-Cam) growth corridor proposals and maximise the opportunities this can offer locally
- Prepare and implement an updated Section 106 Supplementary Planning Document and Community Infrastructure Levy charging schedule
- Recovery Action (Economic Development)



**Performance Indicators for 2020/21**

**We will measure our success in the following ways:**

- The amount of Community Infrastructure Levy (CIL) funding allocated for small-scale infrastructure development (cumulative year to date)

**Place – Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need**

**Our Work Programme**

- Planning and delivering the provision of decent market and affordable housing for current and future needs
- Ensuring an adequate supply of housing to meet objectively assessed needs
- Ensuring there are the right community and leisure facilities to support new housing developments

**Key Actions for 2020/21**

- Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met
- Facilitate delivery of new housing and appropriate infrastructure
- Devise and implement strategies to use Council assets to support the delivery of affordable homes
- Recovery Action (Housing Strategy and/or Planning/Growth)

**Performance Indicators for 2020/21**

**We will measure our success in the following ways:**

- Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)
- Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)
- Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)
- Number of new affordable homes delivered in 2020/2021 (cumulative year to date)
- Net growth in number of homes with a Council Tax banding (cumulative year to date)

## Becoming a more Efficient and Effective Council

### Our Work Programme

- Implementing our Transformation Programme
- Where possible, migrating customers to online services as the service of choice
- Maximising income opportunities, where appropriate
- Increasing the use of Information Technology to maximise efficiencies
- Identifying new opportunities for income generation
- Having an engaged and motivated workforce
- Ensuring our Medium-Term Financial Strategy is focused on strategic priorities
- Continuing to reshape the way the Council works to realise our savings target and improve performance

### Key Actions for 2020/21

- Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a commercial return for the Council
- Develop the Council's approach to data and business intelligence to support efforts to improve organisational efficiency including the development of unit cost and value metrics to measure service performance
- Develop the Council's approach and methodologies for business change, service design and user research to enable effective change management within the organisation
- [Recovery Action \(Finance\)](#)
- Develop Workforce Strategy including options for best use of apprenticeship levy

### Performance Indicators for 2020/21

#### We will measure our success in the following ways:

- Total amount of energy used in Council buildings (cumulative year to date)
- Percentage of Business Rates collected in year (cumulative year to date)
- Percentage of Council Tax collected in year (cumulative year to date)
- Number of magistrates court appeals against licensing decisions which have been upheld against the Council (cumulative year to date)
- Percentage satisfaction with ICT support services from feedback received (cumulative year to date)
- Percentage of invoices from suppliers paid within 30 days (cumulative year to date)
- Staff sickness days lost per full time equivalent (FTE) (cumulative year to date)
- Income generated from Commercial and Operational Estate Rental Income (cumulative year to date)

## Becoming a more Customer Focused Organisation

### Our Work Programme

- Ensuring technology is used effectively to maximise our interaction with customers
- Involving customers in significant changes to services
- Gaining a better understanding of our customer needs and ensuring all customer engagement is meaningful

### Key Actions for 2020/21

- Develop our understanding of customer and resident needs and demands
- Expand how we offer online and out of hours access to our services via the customer portal and other solutions
- Introduce a new electronic pre-application planning advice service

### Performance Indicators for 2020/21

#### We will measure our success in the following ways:

- Percentage of calls to Call Centre answered (cumulative year to date)
- Call Centre telephone satisfaction rate (cumulative year to date)
- Customer Service Centre satisfaction rate (cumulative year to date)
- Percentage of Stage 1 complaints resolved within time (cumulative year to date)
- Percentage of Stage 2 complaints resolved within time (cumulative year to date)
- Percentage reduction in avoidable contacts (cumulative year to date)
- Percentage of households with customer accounts generated (latest result)
- Percentage of all council services that have an end to end digital process (latest position at end of each quarter)

### Councillor Ryan Fuller, Executive Leader –

“I will never stop championing what a great place Huntingdonshire is and I want to see us continue to thrive.

The Council’s vision is ambitious but achievable. As a provider of vital services, we will strive for the best and will always be there for our most vulnerable residents.”

## Annex – Policy Framework

Overarching Plans	Outcome Plans	Strategic Plans	Activity Plans
Place Strategy to 2050 (Vision for Huntingdonshire)	Local Plan	<ul style="list-style-type: none"> <li>• Asset Management Strategy</li> <li>• Waste Strategy</li> <li>• <i>Housing Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Corporate Plan</i></li> <li>• Asset Management Plan</li> <li>• Waste Minimisation Plan</li> </ul>
	Community Strategy	<ul style="list-style-type: none"> <li>• <i>Housing Strategy</i></li> <li>• Consultation and Engagement Strategy</li> <li>• <i>Leisure and Health Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Corporate Plan</i></li> </ul>
	Economic Growth Strategy	<ul style="list-style-type: none"> <li>• Transport Strategy</li> <li>• Climate Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration Plan</li> </ul>
Vision for HDC	Core Service Strategy	<ul style="list-style-type: none"> <li>• Workforce Strategy</li> <li>• Medium Term Financial Strategy</li> <li>• Commercial Investment Strategy</li> <li>• Digital Strategy</li> <li>• <i>Leisure and Health Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• Information Management Plan</li> <li>• Service Plan(s)</li> </ul>

Plans or strategies in italics are linked to more than one Outcome Plan.

The planned publication dates for each plan/strategy and the officers responsible are listed in the following table.

## Timetable

Strategy	Accountable Owner	Status	Date of Publication
Place Strategy to 2050	Nigel McCurdy/ David Edwards	In progress	Nov-20
Vision for HDC	Jo Lancaster	In progress	Sep-20
Local Plan to 2036	Clara Kerr	<b>Published</b>	May-19
Community Strategy	Finlay Flett	In progress	Dec-20
Economic Growth Strategy	Clara Kerr/Paul Gibbons	In progress	Oct-20
Core Service Strategy	Justin Andrews/John Taylor	Not started	Nov-20
Asset Management Strategy	Jackie Golby/Justin Andrews	Not started	Mar-21
Waste Strategy	Neil Sloper	Not started	Sep-21
Housing Strategy to 2025	Liz Bisset	In progress	Sep-20
Consultation and Engagement Strategy	Michelle Greet	In progress	Dec-20
Leisure and Health Strategy	Jayne Wisely	Not started	Mar-20
Transport Strategy	Nigel McCurdy/ David Edwards	Not started	Dec-20
Climate Change Strategy	Neil Sloper	Not started	Sep-21
Workforce Strategy	Aileen Whatmore	In progress	Nov-20
Medium Term Financial Strategy	Claire Edwards	In progress	Feb-20
Commercial Investment Strategy	Jackie Golby/ Justin Andrews	<b>Current</b> with refresh in 2020	Mar-21
Digital Strategy	Tony Evans	In progress	Oct-20
Corporate Plan	Daniel Buckridge	In progress	Oct-20
Asset Management Plan	Jackie Golby/ Justin Andrews	Not started	Mar-21
Waste Minimisation Plan	Andy Rogan	Not started	Nov-20
Regeneration Plan	Clara Kerr	Not started	Mar-21
Information Management Plan	Tony Evans	Not started	Dec-20

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Performance Report 2020/21, Quarter 1

**Meeting/Date:** Cabinet - 17th September 2020

**Executive Portfolio:** Executive Councillor for Strategic Planning,  
Councillor Jon Neish

**Report by:** Performance and Data Analyst

**Wards affected:** All

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### **Executive Summary:**

The purpose of this report is to brief Members on progress against Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1 April to 30 June 2020 and on current projects being undertaken.

Key Actions, Corporate Indicators and targets are as included in the Corporate Plan Refresh 2019/20, as approved by Council on 24 July 2019 (see note at 2.1).

The report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.

### **Recommendations:**

The Cabinet is invited to consider and comment on progress made against the Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2018/22, and project delivery.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan is being refreshed to reflect the impact of Covid-19 on services and is due to be taken for approval to the Council meeting on 14 October (the draft is included as a separate item on the September meeting agendas of the Overview and Scrutiny Performance & Growth Panel and Cabinet). Due to this timing, the performance data in this report and its appendices relates to the Key Actions and Corporate Indicators from the Corporate Plan 2019/20. The Integrated Performance Report for Quarter 2 will report on indicators and actions in the new Corporate Plan, subject to its adoption. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators and the performance report at **Appendix B** details all results at the end of June.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 10 projects which are open, pending approval or pending closure, and 2 projects logged which have recently closed.

## 3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 will be submitted to Cabinet with this report following the Overview and Scrutiny meeting on 9 September 2020.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 1. **Appendix C** provides information about projects, including the purpose of the project and commentary from the project managers as to the current status of each project.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises Quarter 1 progress in delivering Key Actions for 2020/21:

Status of Key Actions	Number	Percentage
Green (on track)	21	72%
Amber (within acceptable variance)	6	21%
Red (behind schedule)	2	7%
Awaiting progress update	0	0%
Not applicable	0	



Most key actions were on track at the end of Quarter 1, however two were significantly behind schedule.

Actions which have seen positive progress include:

- KA 2. The Council has put initiatives in place to support residents affected financially as a result of Covid-19, examples include deferral of Council Tax instalments and increasing awareness of Council Tax Support.
- KA 5. We have responded to the Government's request to make sure that all rough sleepers and those at risk of rough sleeping are accommodated during the pandemic.
- KA 7. The Community Chest process has been amended to reflect the impacts of Covid-19 on local community groups and organisations, with applications sought from those undertaking response and recovery work.
- KA 12. A new Customer Relationship Management system for businesses is being built based on the additional data about local companies that has been sourced. This will help the Council to perform detailed analysis of our district sectors and define our recovery priorities as a result of Covid-19.
- KA 14. Engagement with government has taken place to ensure consistent guidance has been shared on closure advice as a result of Covid-19 (including support in Quarter 1 to DIY and garden centres re-opening in April and May).
- KA 16. More than 400 responses have been received to a survey on electric vehicle charging, our work to analyse results is ongoing and will be used to inform our future development plans.
- KA 17. Collaborative working with the Combined Authority and other partners has included work to ensure that local businesses receive a large proportion of Covid-19 business grants. This is in addition to the councils work on distribution of other government funds allocated to HDC (Business Grants 1 and Business Grants 2).
- KA 25. Management of Council-owned non-operational assets achieved a Green status despite the impact of Covid-19 on this sector, with five units going under offer during the first quarter of 2020/21.

Most of the Key Actions that have been given an Amber status relate to impacts from the effects of the national lockdown and the impacts of Covid-19 on our activities. Partnership working to provide greater leisure and health opportunities has shifted towards consultation and recovery planning (KA 1), there are delays to the One Leisure Ramsey 3G pitch project (KA 21 – these delays are also partly as a result of archaeological works on site), activity has paused on setting out the timetable for preparation of an updated Section 106 Supplementary Planning Document (KA 20) and our ability to implement measures to grow Business Rates (KA 13) has been affected.

Two Key Actions were recorded with a Red status. The introduction of a new electronic pre-application planning service (KA 30) and the adoption of a new Homelessness Strategy and a new Lettings Policy (KA 4) have been delayed due to the impact of

Covid-19. A consultation on the revised Homelessness Strategy has been pushed back to the end of December 2020 and will now include an assessment of how this has been affected by the pandemic.

3.5 Quarter 1 results for 2020/21 Corporate Indicators are shown in the following table:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>Percentage</b>
<b>Green (achieved)</b>	23	59%
<b>Amber (within acceptable variance)</b>	3	8%
<b>Red (below acceptable variance)</b>	13	33%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable)</b>	4	

While the majority (59%) of performance indicators were on track at the end of Quarter 1, a third of them were given a Red status as performance was below an acceptable variance. A brief summary of the performance indicators which are on and off track is listed below with more detail provided in Appendix B.

Indicators where services are meeting or exceeding their targets include the following:

- PI 2 and PI 3. The Council is ahead of both Q1 targets for the average number of days to process new claims and for the average number of days to process changes in circumstances for Housing benefit and Council Tax Support, despite the impacts of Covid-19 resulting in an increase in volumes received.
- PI 33. Staff sickness levels for this quarter remain lower than the target set, matching performance recorded in the same quarter last year. Non-sickness absences relating to Covid-19 (for example those required to self-isolate or shield who were unable to work from home) are excluded from these figures.
- PI 43. Income generated from Commercial Estate Rental and Property Fund Income was higher than the same quarter in 2019/20 despite the impacts of Covid-19 anticipated on this sector.
- Operations services such as street cleaning, waste collection and grounds maintenance are generally reporting good results with little impact from Government restrictions or the impacts on staffing levels from Covid-19.

Indicators where services are below their targets as a direct result of the impact of Covid-19 are:

- PI 1. The number of days spent volunteering to support HDC service delivery has reduced significantly, with no activity at all during lockdown and only Countryside volunteering being gradually reintroduced during Quarter 1.
- PI 5 to PI 10. Indicators relating to Leisure and Health activities run at our leisure centres or by our Active Lifestyles team have all been impacted by Covid-19.
- PI 30 and PI 31. Business Rates collection is impacted by a difficult financial period for our local businesses. Financial pressures for people who are struggling to pay their Council Tax will also make the percentage of Council Tax collected in year

more difficult, despite a number of initiatives put in place to support residents (e.g. Council Tax Deferral).

- PI 42. The Council's net expenditure against approved budget has been impacted in areas such as the loss of income in relation to One Leisure and car parking charges.

Indicators where services are below their targets as they are likely to have been impacted as result of the impact of Covid-19 are:

- PI 20. The net growth in the number of commercial properties liable for Business Rates is anticipated to be affected by the economic impact on businesses.
- PI 32. The percentage of invoices from suppliers paid within 30 days has been moderately impacted due to the change in the physical working environment for many office-based staff as a result of guidance to work from home where possible.

There was also one Red indicator where a below target performance result was not due to any impact of Covid-19. This was the number of Staff Council (employee group) representatives (PI 34a) which was reported as zero for the Quarter following previous representatives standing down. Proposals for a new approach are being worked on and are expected to be discussed at a future meeting of Employment Committee.

3.6 The status of corporate projects at the end of June is shown in the following table:

<b>Corporate project status</b>	<b>Number</b>	<b>Percentage</b>
<b>Green (progress on track)</b>	4	40%
<b>Amber (progress behind schedule, project may be recoverable)</b>	4	40%
<b>Red (significantly behind schedule, serious risks/issues)</b>	2	20%
<b>Pending closure</b>	0	
<b>Closed (completed)</b>	2	

There are four projects showing as Amber, two of these as a result of slippage in the project, even when reported against revised dates. Of the projects currently in the delivery stage, two were Red at the end of Quarter 1. The Customer Portal has been at Red status since the last quarter of 2019/20, with reduced Project Manager and support resources noted as one of the causes for this remaining Red due to capacity being redirected to Covid-19 related activities. The St Benedicts Court Regeneration project is being considered as part of the wider Master Planning around Huntingdon, with initial officer meetings scheduled for July 2020.

Details of all projects can be found in **Appendix C**.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANELS**

4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 16th September 2020. Comments from the Panel will be submitted to Cabinet with this report.

## 5. RECOMMENDATIONS

- 5.1 The Cabinet is invited to consider and comment on progress made against Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in **Appendix A** and detailed in **Appendices B and C**.

## 6. LIST OF APPENDICES INCLUDED

**Appendix A** – Corporate Performance Summary, Quarter 1, 2020/21

**Appendix B** – Corporate Plan Performance Report, Quarter 1, 2020/21

**Appendix C** – Project Performance, June 2020

## CONTACT OFFICERS

### Corporate Plan Performance Monitoring (Appendices A and B)

Emma Charter, Performance and Data Analyst, [Emma.Charter@huntingdonshire.gov.uk](mailto:Emma.Charter@huntingdonshire.gov.uk)

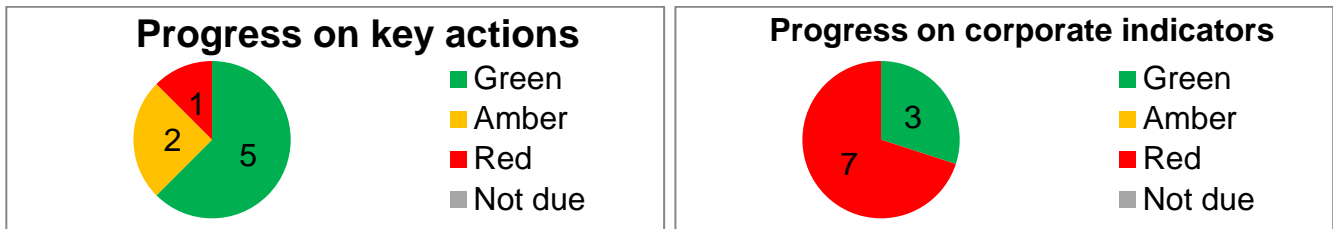
### Project Performance (Appendix C)

John Taylor, Chief Operating Officer ☎ (01480) 388119

## Corporate Performance Summary Quarter 1, 2020/21

### People

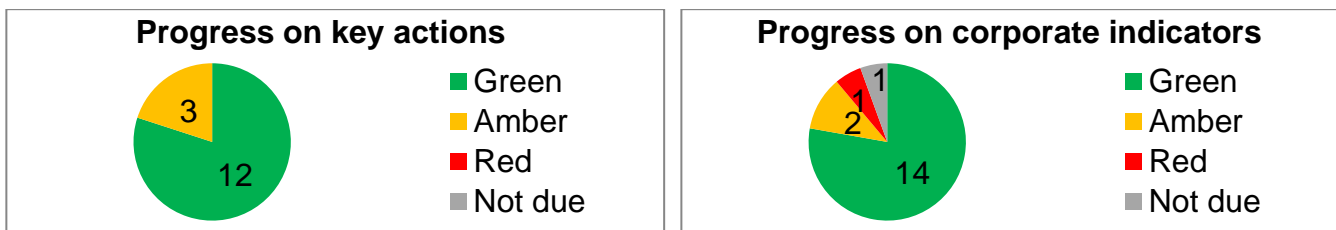
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include initiatives put in place to support residents affected by Covid-19 and our response in making sure that all rough sleepers and those at risk of rough sleeping were accommodated during the pandemic.

### Place

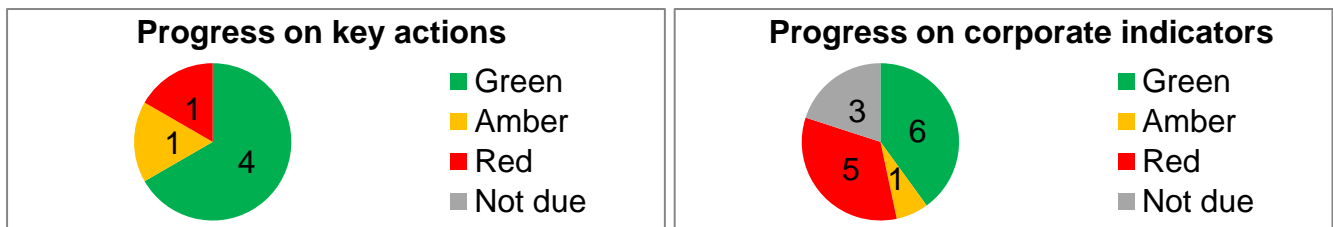
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include ensuring consistent guidance was shared with relevant businesses on closure advice as a result of Covid-19 and over 400 responses received to a survey on electric vehicle charging.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include performance on letting out vacant commercial properties, with five units going under offer during Q1 and the letting of the 3<sup>rd</sup> floor at Pathfinder House.

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## STRATEGIC THEME – PEOPLE

Period April to June 2020

## Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	5		2		1		0		0

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

## Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	3		0		7		0		0

## WE WANT TO: Support people to improve their health and well-being

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA 1. Work in partnership to provide greater leisure and health opportunities to enable more people to be more active, more often	Ongoing	Cllr Prentice / Cllr Bywater	Jayne Wisely	Covid-19 resulted in the service being shut down and a number of staff redeployed. Recovery plans in place and partners being worked with and consulted as part of this recovery.
<b>G</b>	KA 2. Provide financial assistance	Ongoing	Cllr Gray	Customer	For Council Tax, there have been a number of

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	to people on low incomes to pay their rent and Council Tax			Services – Amanda Burns	initiatives put in place to help customers during Covid-19 including deferral of instalments, increasing the number of instalments, promoting Council Tax Support (CTS). There has been a big increase in the number of people claiming Universal Credit (UC) this year. Where a person claiming UC is likely to be entitled to CTS, the customer is contacted advising them to apply for this extra help. Government has given HDC a budget of £800k aimed at mainly helping working age people on CTS reduce the amount of Council Tax they have to pay by £150 this year. If there is any money left after these payments have been made, we have some discretion as to how we use it. A decision on this will be made later in the year.
<b>G</b>	KA 3. Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners	Ongoing	Cllr Fuller	Customer Services – Jon Collen	Early intervention principles, as trialled through the Homelessness Trailblazer programme have continued to be implemented across a range of partners. A pathway for children leaving care is the next protocol to be agreed across the county between the local authorities and County Council Children's Services.
<b>R</b>	KA 4. Adopt a new Homelessness Strategy and a new Lettings Policy	Homelessness Strategy Dec 2019 Lettings Policy by March 2020	Cllr Fuller	Customer Services – Jon Collen	A revised Homelessness Strategy was approved in February and was due to go through consultation in Q1. This was delayed further as we went into lockdown and this will now go through consultation and final approval, together with an assessment of how this has been impacted by Covid-19 by the end of December 2020. The Home-Link partnership's Lettings Policy review was due to be completed in June after the local elections that some areas were going through. This has now been delayed further



Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					and will be completed by December 2020.
<b>G</b>	KA 5. Identify and implement solutions to eradicate the need to place homeless families in B&Bs	Ongoing	Cllr Fuller	Customer Services – Jon Collen	Families with children are no longer placed in B&B accommodation, with self contained nightly paid accommodation being provided as an alternative. Some single person households or couples are provided with emergency accommodation in B&B if there are no alternatives. Prior to Covid-19 this figure was at 6 households. Our use of B&B has increased throughout Q1 as we have responded to the Government's request to make sure that all rough sleepers and those at risk of rough sleeping are accommodated during the pandemic. We have accommodated people under a discretionary power to achieve this and will work with these households to try and find suitable settled housing solutions so that they do not become street homeless.

**WE WANT TO: Develop stronger and more resilient communities to enable people to help themselves**

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 6. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Neish	Clara Kerr	Buckden Consultation is underway. Bury Referendum which was scheduled for March has been delayed due to Covid-19. Sawtry, undertaking preparatory work and preparing scope of plan.
<b>G</b>	KA 7. Manage the Community Chest funding pot and voluntary sector funding to encourage and support projects to build and support community development	Ongoing/ Annual	Cllr Gray / Cllr Bywater / Cllr Fuller	Community - Finlay Flett	Community Chest process for 2020-21 has been amended to reflect the current Covid-19 situation. Grant applications have been sought from groups working on response and recovery to the pandemic and the grant pot has been temporarily increased to £50k.
<b>A</b>	KA 8. Support and encourage	Ongoing	Cllr Bywater	Neil Sloper	-Recycling bin installation in 3 main Huntingdonshire

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	community action on litter and waste		/ Cllr Beuttell		<p>towns (Huntingdon, St Neots and St Ives) extending pilot from original Huntingdon installation (75% complete - installation awaiting St Ives)</p> <ul style="list-style-type: none"> <li>-Business sustainability pledge launched in pilot area to aim to reduce litter on industrial areas (engagement low due to Covid-19)</li> <li>-Bin frames installed with 2x 240ltr capacity in laybys around the district giving infrastructure to long distance drivers</li> <li>-Draft Litter and Waste education pack aimed at Parish Councils, Schools and Community groups to give information and resources to inspire local community</li> <li>-Great British Spring Clean community litter picks largely rescheduled for upcoming autumn</li> <li>-Ongoing Social Media campaigns through Love Huntingdonshire Facebook page</li> <li>-Installation of CCTV and Trade waste bins to increase capacity as part of Covid-19 measures to tackle littering</li> </ul>

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 1. Number of days of volunteering to support HDC service delivery (cumulative year to date)  Aim to maximise	5,461	1,426	1,000	121	<b>R</b>	4,001	?	<b>R</b>
Comments: (Operations / Leisure and Health) Due to Covid-19, there has been no activity with One Leisure Active Lifestyles volunteers and Countryside volunteer numbers are approximately a tenth of what we would have expected. All volunteers were cancelled due to Covid-19, with work parties restarted in July on a much smaller scale and being gradually reintroduced for practical work and support for the visitors centre and events.								
PI 2. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)  Aim to minimise	22.5 days	24 days	24 days	21.64 days	<b>G</b>	24 days	23 days	<b>G</b>
Comments: (Revenues & Benefits) Performance has improved each month during Q1. Historically Q1 is busy following annual billing and this year it has been compounded by Covid-19 but additional resources have been taken on to deal with the work. We are receiving notifications from DWP for nearly all new Universal Credit claimants. All of these are scanned and, where appropriate, an invite to claim CTS is being sent. Future demand is unknown but is expected to increase when furlough payments end in October with a likely increase in redundancies.								

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 3. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)  Aim to minimise	3.4 days	4 days	5 days	4 days	G	5 days	4 days	G
Comments: (Revenues & Benefits) There has been a significant increase in the volume of change events received. Universal Credit is assessed on a monthly basis and notifications from DWP have increased as a result as it can impact on CTS entitlement. This means a high percentage of claims have to be reviewed monthly. We are looking to automate some of these notifications during 2020/21.								
PI 4. Number of homelessness preventions achieved (cumulative year to date)  Aim to maximise	521	103	105	118	G	420	400	A
Comments: (Housing Needs & Resources) Q1 performance was on target against number of successful homelessness preventions achieved. Prevention measures and in particular securing housing through offers of social rented housing has been affected by lockdown as properties have not been made available through re-letting.								
PI 5. More people taking part in sport and physical activity: Number of individual One Card holders using One Leisure Facilities services over the last 12 months (rolling 12 months)  Aim to maximise	43,383	45,114	45,000	37,935	R	45,500	40,000	R
Comments: (Leisure and Health) Facilities closed for 3 months.								
PI 6. More people taking part	4,023	1,586	1,321	86	R	2,959	1,000	R

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
in sport and physical activity: Number of individual One Leisure Active Lifestyles service users over the last 12 months (rolling 12 months) Aim to maximise								
Comments: (Leisure and Health) Service completely shut down in April and May with very limited activities in June. Many vulnerable customers not comfortable to return yet.								
PI 7. Providing more opportunities for people to be more active: Number of sessions delivered at and by One Leisure Facilities (cumulative year to date)  Aim to maximise	13,783	2,871	2,900	67	R	11,600	5,000	R
Comments: (Leisure and Health) Service shut down April to July. Now open but under very restricted programme. Numbers are online classes only up until 29/6/20.								
PI 8. Providing more opportunities for people to be more active: Number of sessions delivered by One Leisure Active Lifestyles (cumulative year to date)  Aim to maximise	4,526	646	615	71	R	4,330	2,000	A
Comments: (Leisure and Health) Service completely shut down in April and May with very limited activities in June. Many vulnerable customers not comfortable to return yet.								
PI 9. People participating more often: Number of One Leisure	1,425,633	369,039	368,798	254	R	1,516,380	350,000	R

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches, bowling and Burgess Hall (excluding school admissions) (cumulative year to date)  Aim to maximise								
Comments: (Leisure and Health) Only tennis courts (2 weeks) and online classes to date due to facility closures. Predicted outturn based on 40% of 7/12ths as modelled by ukactive.								
PI 10. People participating more often: One Leisure Active Lifestyles throughput (cumulative year to date)  Aim to maximise	57,098	13,835	11,365	147	R	50,716	14,000	R
Comments: (Leisure and Health): Service completely shut down in April and May with very limited activities in June. Many vulnerable customers not comfortable to return yet.								

## STRATEGIC THEME – PLACE

Period April to June 2020

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
12		3		0		0		0	

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

### Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
14		2		1		0		1	

### WE WANT TO: Create, protect and enhance our safe and clean built and green environment

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 9. Maintain our existing green open spaces to high standards, ensuring community involvement and encouraging greater active use, and maintain Green Flag statuses	Ongoing	Cllr Beuttell	Neil Sloper	Applications for Green Flag Status for all sites have been resubmitted and we are awaiting results. Results delayed due to Covid-19 but expected October 2020
<b>G</b>	KA 10. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr Prentice	Community - Finlay Flett	Enforcement work continuing. Community Enforcement team now at full strength as a new officer has recently been appointed.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 11. Review air pollution activities to reflect new national Clean Air Strategy	Ongoing	Cllr Prentice	Community - Finlay Flett	Air quality monitoring has continued as normal, with annual report being submitted to Department for Environment, Food and Rural Affairs. Further review of activities not yet undertaken as new guidance has yet to be issued

### WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 12. Build upon and use sector analysis and industrial clusters research to help inform priorities across Services	Ongoing	Cllr Fuller	Clara Kerr	Additional data about local businesses has been sourced and a new Customer Relationship Management system is being built. We will use this together with information collected through our Covid-19 work to ensure we can perform a detailed analysis of our sectors and define our recovery priorities.
<b>A</b>	KA 13. Implement measures to grow Business Rates	Ongoing	Cllr Fuller	Clara Kerr	Due to Covid-19 we are closely monitoring the longer term impact on new businesses looking to occupy premises; working with Urban & Civic to reignite interest in the Enterprize Zone.
<b>G</b>	KA 14. Engage and communicate with local businesses through the Better Business For All initiative	Ongoing	Cllr Prentice / Cllr Fuller	John Taylor	Better Business For All has engaged with Government to ensure consistent guidance has been given across Cambridgeshire over Covid-19 closure advice, in particular in April/May with respect to DIY and garden centres.
<b>G</b>	KA 15. Prepare options reports for the redevelopment of the Bus Station Quarters in St Ives and Huntingdon	September St Ives, December Huntingdon	Cllr Fuller	Clara Kerr	Recent announcement from Cambridgeshire and Peterborough Combined Authority (CA) that market towns can bid for funding for Prospectuses for Growth projects. Current proposal is to prepare a bid to the CA in September for funding to undertake a regeneration study in St. Ives; to be followed by Huntingdon.



Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 16. Deliver the actions resulting from the Council's Off Street Car Parking Strategy	Ongoing	Cllr Beuttell	Neil Sloper	Works continuing with delivery of objectives and outcomes of parking strategy. The current focus is on facilitating alternative fuel and travel methods. The electric vehicle charging survey returned over 400 responses which have been analysed by officers who are working towards the development of plans informed by the survey for the installation of charging points.

**WE WANT TO: Support development of infrastructure to enable growth**

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 17. Continue to work with partners and influence the Combined Authority (CA) and secure support and resources to facilitate delivery of new housing, drive economic growth and provide any critical infrastructure	Ongoing	Cllr Fuller / Cllr Neish	Clara Kerr	Collaborative working with CA to ensure HDC businesses received a large proportion of CA Covid-19 Business Grants; Commitment from CA to undertake a St. Ives study in place of the 3rd River Crossing; Secure additional affordable homes at Alconbury Weald and RAF Upwood with additional CA funding.
<b>G</b>	KA 19. Continue to provide active input into the delivery stage of the A14 and the design stage of the A428, and lobby for a northern route for East-West Rail (EWR) and the local road network to deliver the specific requirements of the Council	Ongoing	Cllr Neish	Clara Kerr	Ongoing engagement regarding Huntingdon Rail station decked car park and determining planning applications outside Development Consent Order; No recent movement on EWR; A428 opening in 2025
<b>A</b>	KA 20. Set out timetable for preparation of an updated Section 106 Supplementary Planning	June 2020	Cllr Neish	Clara Kerr	Covid-19 will significantly alter what can be achieved and work paused until more certainty known. To be reviewed in Q3

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	Document and Community Infrastructure Levy charging schedule and implement				
<b>A</b>	KA 21. Deliver capital/community projects to provide more leisure and health facilities in the district	Ongoing	Cllr Prentice / Cllr Bywater	Jayne Wisely	One Leisure Ramsey 3G project delayed due to Covid-19 and Archaeology team at Cambridgeshire County Council.

**WE WANT TO: Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need**

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 22. Adopt and implement Housing Strategy annual Action Plan	October 2019	Cllr Fuller	Clara Kerr	Housing Strategy to 2025 due for adoption in Q3 20/21.
<b>G</b>	KA 23. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met	Ongoing	Cllr Fuller	Clara Kerr	Annual Monitoring Report 2019 at 5.59 years.
<b>G</b>	KA 24. Facilitate delivery of new housing and appropriate infrastructure	Ongoing	Cllr Fuller / Cllr Neish	Clara Kerr	Proactively working with strategic sites to ensure no untimely delays; Decisions for Alconbury Weald and Wintringham Park being issued ahead of statutory timescales.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 11. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date)  Aim to maximise	80%	93.95%	80%	80%	<b>G</b>	80%	80%+	<b>G</b>
Comments: (Operations) No performance review inspections were carried out before May due to Covid-19 restrictions.								
PI 12. Percentage of street cleansing service requests resolved in five working days (cumulative year to date)  Aim to maximise	95%	97.75%	85%	93%	<b>G</b>	85%	85%+	<b>G</b>
Comments: (Operations) At present social distancing/self isolation/shielding has had very little impact on staffing levels. This has lead to a business as usual approach.								
PI 13. Number of missed bins per 1,000 households (cumulative year to date)  Aim to minimise	0.79	0.87	0.75	0.64	<b>G</b>	0.75	?	<b>A</b>

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
Comments: (Operations) There is a risk throughout Q2 and Q3 that the figure of missed bins will increase above 0.75 missed per 1000 collections. As Yotta in-cab rollout continues through Q2 and Q3 there will be an unsettled period as internal processes are incrementally connected between Yotta and customer portal system. This may lead to non-genuine missed bins being logged in the performance data. This will be a reporting issue rather than a collection performance issue.								
PI 14. Percentage of grounds maintenance works inspected which pass the Council's agreed service specification (cumulative year to date)  Aim to maximise	97%	93.5%	82%	94%	<b>G</b>	82%	82%+	<b>G</b>
Comments: (Operations) Performance standards are high due to the commitment of the team during this difficult time.								
PI 15. Percentage of grounds maintenance service requests resolved in five working days (cumulative year to date)  Aim to maximise	82%	91.9%	85%	78%	<b>A</b>	85%	85%+	<b>G</b>
Comments: (Operations) An issue has been identified with the system used to record performance data, causing an error in the work ticket not being completed correctly, which has resulted in the performance status to be at Amber. Work will be undertaken to rectify this issue to ensure this will not impact future recording of performance.								
PI 16. Percentage of successful environmental crime enforcements (cumulative year to date)  Aim to maximise	100%	100%	100%	100%	<b>G</b>	100%	100%	<b>G</b>
Comments: (Community) Investigations and enforcement have continued, albeit with reduced numbers of cases dealt with by Fixed Penalty Notices.								
PI 17. Percentage of	60%	63.74%	58%	61%	<b>G</b>	59%	59%+	<b>G</b>

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
household waste recycled/reused/composted (cumulative year to date)  Aim to maximise								
Comments: (Operations) Work continues on keeping the contamination rate low and improving the quality and quantity of recycling from our residents. Increased communications have been taking place particularly with residents who have access to communal bins to increase their knowledge with better signage and leaflets. Raised awareness of food waste recycling has also increased the amount waste being collected via the green bins.								
PI 18. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme (latest result)  Aim to maximise	97%	98%	95%	97%	G	95%	97%	G
Comments: (Community) Food Standards Agency has stopped all direct food inspections. This will significantly affect our food inspection plan for 2020/21 and create a backlog which will probably need to be planned to clear over 2020/21 & 2021/22, dependent on how and when we can reconvene inspections.								
PI 19. Number of complaints about food premises (cumulative year to date)  Aim to minimise	748	185	187	24	G	750	?	G
Comments: (Community) This Performance Indicator has been affected by Covid-19 due to most food businesses being closed. With businesses reopening, and the Eat out to Help Out campaign, we may see more complaints in Q2.								
PI 20. Net growth in number of commercial properties liable for Business Rates (cumulative year to date)	165	44	20	4	R	70	?	R

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
Aim to maximise								
Comments: (Development) Covid-19 is likely to have a significant impact on this measure due to the economic impact on businesses and government advice to work from home where possible. While many local businesses have received grants (over £30 million), no support was available for businesses not operating on 11th March.								
PI 21. The percentage of Community Infrastructure Levy (CIL) collected when due (cumulative year to date) Aim to maximise	55%	100%	No Target Set	100%	G	No Target Set	100%	G
Comments: (Development) 26 Demand notices received payment, of which 11 were paid on time, 11 were paid in the next month and 4 were paid early. No surcharges on Q1. Noted that the government has issued new guidance allowing developers to negotiate deferrals in response to Covid-19.								
PI 22. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date) Aim to maximise	87%	82%	80-88%	95%	G	80-88%	?	A
Comments: (Development) The switch to home working brought about some challenges. Working practices were amended and the Service used extension of time agreements to help the service adapt. The Service brought in extra resources during this time (in the form of temporary planners) and a number of backlog majors have been determined and issued during Q1.								
PI 23. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise	78%	78%	81-84%	84%	G	81-84%	?	G

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
Comments: (Development) The team saw a higher than normal degree of staff churn towards the end of 19/20 (4 seniors in a 3 month period). The resources were replaced, but there is inevitably some 'bedding in' time for new Officers. Initially the new resources focussed on smaller scale applications (i.e. minors and household extensions).								
PI 24. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise	88%	81%	89%	86%	A	89%	?	A
Comments: (Development) The staff churn described in PI 23 led to some internal promotion, with the new people joining the team to replace them. These resources are focussed on applications of this type - but again with new starters there is a short period whilst officers become fully productive. In spite of this, performance was only 3 percentage points under target..								
PI 25. Number of new affordable homes delivered in 2019/2020 (cumulative year to date) Aim to maximise	440	79	54	54	G	321	321	G
Comments: (Development) Covid-19 made it very difficult to reliably anticipate affordable housing delivery at the beginning of the financial year. Engagement with Registered Providers re-commenced in August. Performance for Q1 is now provided together with forecasts for the rest of the year. The position will be kept under review but there is more potential than in normal circumstances that the outturn may differ from that currently shown								
PI 26. Net growth in number of homes with a Council Tax banding (cumulative year to date) Aim to maximise	1,185	181	No Target Set	218	G	No Target Set. Defer to AMR	?	N/A
Comments: (Development) Construction sites stopped operating at scale due to Covid-19 however over 200 additional homes had been								

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
given a Council Tax banding by the Valuation Office Agency at the end of June compared to the end of March. There is a risk that the impact of Covid-19 will reduce completions this year.								
PI 27. Total number of appeals allowed as a percentage of total number of planning applications refused (cumulative year to date) Aim to minimise	25% (4 out of 16)	?	To Be Confirmed	33%	N/A	To Be Confirmed	?	N/A
Comments: (Development) The performance reported here is for the total number of appeals allowed as a percentage of appeal decisions in Q1. There were 6 decisions (one of which was split) and two of these were allowed (one of which was split).								
PI 28. Number of costs awards against the Council where the application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date) Aim to minimise	1	1	0	0	G	0	0	G
Comments: (Development) Effective Chairman's Pre-Briefing sessions, ongoing Development Management Committee Members training, well briefed Members and well prepared Development Management officers has resulted in a solid performance to date under this key PI.								



## STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2020

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
4		1		1		0		0	

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

### Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
6		1		5		0		3	

### WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 25. Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Justin Andrews	Despite Covid-19, 5 transactions completed and 5 units went under offer in Q1. Vacant 3rd floor at Pathfinder House let to County in June at an annual income of £79.6k in rent and service charges with additional rates savings. Three rent reviews and one lease renewal completed showing £4.8k increase in annual rent (2.2%). Five vacant units under offer with proposed annual rent of £34.75k p.a (increase of

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					£8.8k or 34% on previous leases). Higher risk of tenant failure and operation of break clauses at present but an active but fickle lettings market. Continued push to remind tenants of their statutory and lease compliance obligations, particularly around vacant premises and health and safety.
<b>G</b>	KA 26. Develop the Council's Business Change function and create a culture of change management throughout the organisation	Ongoing	Cllr Keane	Tony Evans	Working with the new Programme Delivery Manager role, we continue to embed business change into all phases of project management from start to finish including tracking the delivery of business benefits. We are working with HR to support training of senior managers on the 'double diamond' approach to change to ensure we can be effective and efficient.
<b>G</b>	KA 27. Develop the Council's approach to performance management and business intelligence	Ongoing	Cllr Gray	Tony Evans	Much of our recent focus has been on identifying and targeting support for vulnerable people as part of our response to Covid 19. The Operational Board is continuing to review service performance and finances monthly with a focus on improving productivity. The Corporate Plan 2020/21 is being submitted to Overview & Scrutiny and Cabinet in September on its way to Council in October. The key actions and performance indicators have been amended to reflect this year's work programme and take the impact of Covid-19 on our planned activities into account.
<b>G</b>	KA 28. Deliver the Council Anywhere project to introduce new digital technology and ways of working remotely to improve productivity and flexibility for staff	March 2020	Cllr Keane	Sam Smith / Tony Evans	The majority of devices have been issued, though some work remains as this was interrupted due to Covid-19. The Council Anywhere platform has supported our transition to working from home as a result of Covid-19 and has provided us the ability to stand up new solutions and support collaborative working that would have been impossible before.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					There remains some further work within 3C ICT to maximise the improvements in efficiency within support operations.

**WE WANT TO: Become a more customer focussed organisation**

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA 29. Develop our Customer Portal to offer improved online and out of hours access to our services and work with partners to deliver better multi-agency customer services	Ongoing	Cllr Keane	Michelle Greet / Tony Evans	<p>Work on this action has been delayed due to impacts of Covid-19 on our customer services, transformation and digital resources. These resources have been diverted to create a digital hub to support residents finding information about Covid-19.</p> <p>The digital solution continues to be developed, with integrated maps that show real time content. All forms can now be tracked after submission by residents. Waste forms are being integrated with the back office system to provide real time updates. The LGA-funded voice bots are being tested with target user groups to provide 24/7 information over the phone.</p>
<b>R</b>	KA 30. Introduce a new electronic pre-application planning advice service	Ongoing	Cllr Neish	Jacob Jaarsma	Overall Covid-19 impact on Pre-Application response times has meant that the introduction of this Key Action will be pushed forward to the next financial year (2021/22).

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 29. Total amount of energy used in Council buildings (cumulative year to date)  Aim to minimise	11,265,569 kWh (10% increase on 2018/19) *As at Q3 and compared with Q3 2018/19	2,570,270 kWh (26% ↑ on 2018/19)	1,937,878 kWh (5% ↓ on 2018/19)	Data not currently available	<b>N/A</b>	9,710,467 kWh (5% down on 2018/19)	<b>?</b>	<b>N/A</b>
Comments: (Operations) As stated in the Quarter 4 2019/20 performance report, a system software failure means that like for like comparison and analysis is currently unavailable. It was anticipated this would be resolved by Quarter 1 however the impact of Covid-19 has caused delays in communications with the system supplier. Recruitment is underway for the post responsible for collecting this data and it is expected the new appointment will help to resolve the current issues with the provider.								
PI 30. Percentage of Business Rates collected in year (cumulative year to date)  Aim to maximise	99%	31.7%	31.3%	27.88%	<b>R</b>	99%	<b>?</b>	<b>R</b>
Comments: (Revenues & Benefits) It has been a difficult year for a number of local businesses and many are struggling to pay their Business Rates. Retail relief of around £19m has been given to qualifying businesses which is the equivalent of a Business Rates holiday								

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
for this year. This is funded by central government.								
PI 31. Percentage of Council Tax collected in year (cumulative year to date)	98%	29.9%	29.6%	28.21%	<b>R</b>	98.5%	?	<b>R</b>
Aim to maximise								
Comments: (Revenues & Benefits) A number of initiatives have been used to help people who are struggling to pay their Council Tax, including deferring payments for 2 months, increasing the number of instalments and advising to claim CTS but this is going to be an extremely difficult year for many people.								
PI 32. Percentage of invoices from suppliers paid within 30 days (cumulative year to date)	92%	95.4%	98%	78%	<b>R</b>	98%	90%	<b>A</b>
Aim to maximise								
Comments: (Resources) The indicator has been moderately impacted by the absence of people from the office due to the working from home arrangements. However, systems have been changed to accommodate this and the performance has improved through the three months. The Accounts Payable team are also working with departments to better identify invoices that are properly disputed with suppliers, which will further improve the performance.								
PI 33. Staff sickness days lost per full time equivalent (FTE) (cumulative year to date)	6.5 days/FTE	1.2 days/FTE	2.0 days/FTE	1.2 days/FTE	<b>G</b>	9.0 days/FTE	?	<b>G</b>
Aim to minimise								
Comments: (Resources) Recent sickness absence figures remain low. However, this excludes non-sickness absences related to Covid-19 (such as those required to shield or isolate who were unable to work from home). If these absences were included the absence rate would increase to 4.7 days/FTE. Further details will be included in the Workforce Report due to go to Employment Committee in September.								
PI 34a. Number of Staff Council (employee group) representatives	12	12	9	0	<b>R</b>	12	?	<b>N/A</b>

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
Aim to maximise								
Comments: (Resources) Staff Council representatives have stood down. The Strategic HR lead is working on options for reviving it, and has been speaking to the previous cohort and looking at a proposed new approach to an 'employee representative forum'. This will be discussed at a future meeting of Employment Committee.								
PI 35. Call Centre telephone satisfaction rate (cumulative year to date)	89%	N/A (did not conduct surveys in Q1)	80%	N/A	<b>N/A</b>	80%	?	<b>N/A</b>
Aim to maximise								
Comments: (Customer Services) We did not send out surveys this quarter to avoid paper handling due to Covid-19. We intend to survey again in Q2.								
PI 36. Customer Service Centre satisfaction rate (cumulative year to date)	95%	N/A (did not conduct surveys in Q1)	80%	N/A	<b>N/A</b>	80%	?	<b>N/A</b>
Aim to maximise								
Comments: (Customer Services) We did not send out surveys this quarter to avoid paper handling due to Covid-19. We intend to survey again in Q2.								
PI 37. Percentage of calls to Call Centre answered (cumulative year to date)	83%	83.5%	80%	89.4%	<b>G</b>	80%	85%	<b>G</b>
Aim to maximise								
Comments: (Customer Services) Customer Services had to start taking customer calls on Microsoft Teams to enable home working this quarter. Teams has very limited reporting functionality. The 89% of calls answered figure relates to data we were able to extract for late May and June from a test reporting system we are trialing. We plan to install a new phone reporting system for Teams which will give us a full picture of telephone contact for Q2.								
PI 38. Percentage reduction in avoidable contacts (cumulative year to date)	2%	-9%	-15%	-31.4%	<b>G</b>	-15%	-20%	<b>G</b>

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
Aim to maximise								
Comments: (Customer Services) The introduction of the integrated Operations forms took place in May 2020 and the online customer portal continues to progress. The decrease in Avoidable Contact is not quite as big as this figure would suggest. Due to the disruption caused by Covid-19 we had staff from other council departments help take customer calls to make sure demand could be met. These staff were not trained on Customer Service systems including Avoidable Contact, so the amount of avoidable contact recorded for this period is lower than it actually was. In Q2 full recording has resumed.								
PI 39. Percentage of households with customer accounts generated (latest result)	15%	5.8%	N/A	19.9%	G	8%	25%	G
Aim to maximise								
Comments: (Customer Services) We now have 15.6K accounts on the OneVu platform. A small proportion of these are registered to addresses outside the district. Multiple residents of a property may also have their own accounts.								
PI 40. Percentage of Stage 1 complaints resolved within time (cumulative year to date)	87%	91%	90%	88%	A	90%	90%	G
Aim to maximise								
Comments: (Customer Services) We were slightly below target in Q1 with 26 complaints received, with 3 of them having late responses from Operations.								
PI 41. Percentage of Stage 2 complaints resolved within time (cumulative year to date)	76%	100%	90%	100%	G	90%	90%	G
Aim to maximise								
Comments: (Customer Services) We had 8 Stage Two complaints in Q1. Two in Council Tax, three in Planning and three related to business support grants (Covid-19 funding).								
PI 42. Net expenditure against	-1.5%	-2.6%	Overall	16.9%	R	Overall	16.9%	R

Performance Indicator	Full Year 2019/20 Performance	Q1 2019/20 Performance	Q1 2020/21 Target	Q1 2020/21 Performance	Q1 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
approved budget (latest forecast)  Aim to minimise variance			<5% & Services within 10%			<5% & Services within 10%		
Comments: (Resources) Overspend is forecasted for 20/21 primarily due to the impact of Covid-19, in particular the loss of income in relation to Leisure and Car Park facilities. Plus additional costs in relation to the provision of foodbanks; rough sleepers/homelessness.								
PI 43. Income generated from Commercial Estate Rental & Property Fund Income (cumulative year to date)  Aim to maximise	£4.9m	£1.4m	£1.6m	£1.6m	<b>G</b>	£3.3m	£3.98m	<b>G</b>
Comments: (Resources) Slightly lower forecast income from CCLA investment fund of £160k and income forecast down due to Covid-19 and preceding downturn in sectors such as retail/leisure. Forecast outturn approx £0.9m less than last year due to impact of tenants unable to pay rents and also tenants seeking to walk away from leases at expiry and break options.								



Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
Council Anywhere	Council Anywhere	29-Jan-19	31-Mar-20	R	<p><b>Project completed.</b> HDC: Lag connectivity issues are still being addressed. 150 screens have been delivered to One Leisure SWP currently being picked up.</p> <p>Final wrap up being moved into business as usual (BAU) - Pending final lessons learned. - Information governance issues will be picked up by new 3C Governance Board, action with Deputy Head of ICT. - SharePoint build to be reviewed by Governance Board and delivery decisions made.</p>	30-Jun-20	3C Shared Services	Oliver Morley	Paul Ashbridge
CCTV upgrade	CCTV Control Room, Camera and Network Upgrade	03-May-19	31-Mar-20	G	<p><b>Completed.</b> Final documentation for handover in progress. Retention of £30,000 until snagging and independent audit of system. Variation orders approved during installation process for £80,000 mainly due to change in network framework and control room changes to allow for future system capacity.</p>	30-Jun-20	Operations	Neil Sloper	Eddy Gardner
Completed Projects Above ↑ Current Projects Below ↓									
Customer Portal	Development of a customer portal and the processes that support the portal that allow for the creation of end to end digital services that integrate with back office system. This also includes the replacement of Dynamics as a tool in the contact centre. This includes the deliver of forms for Operations, Taxi Licensing and eBilling.	31-Oct-19	30-Dec-21	R	<p>We aim to go live and replace Dynamics before the end of the month and then add agent tracking functionality soon after alongside deployment of the link into the data warehouse. This means 2-3 weeks running with Dynamics, then 2-3 weeks running with IEG4 reporting before having a fully functioning system.</p> <p>Bottlenecks are PM resource, 3C ICT, Digital Team and Content Team. There are no mitigations for these bottlenecks and business grants (1 and 2) have taken capacity away from the portal project. Roles to deliver Digital services to be funded by Chief Operating Officer and Assistant Director (Transformation) has created role profiles and instigated recruitment.</p> <p>eBilling remains an matter of ongoing concern.</p> <p>Work continues with links to Operations and releases of Yotta.</p>	30-Jun-20	Transformation	John Taylor	Tony Evans
Retail in our Town Centres - St Benedicts Court regeneration	Investigate opportunities for working with the owners of St Benedicts Court in Huntingdon as part of a wider redevelopment 'quarter' approach to regenerate that part of the town centre (M25)		TBC	R	<p>Need to consider this as part of wider Master Planning around Huntingdon and part of the growth programme. Initial officer meeting to look at the arrangements planned for July.</p>	30-Jun-20	Development	David Edwards	tbd
Environmental Health System Procurement / Implementation	Project has been broken down into two phases. Selection and Implementation. The Selection project is for the three Councils to choose a single supplier to replace current environmental health systems with a single system. SCDC is leading on the project on behalf of the three Councils.	31-Mar-20	31-Jan-21	A	<p>Project has been broken down into two phases. Selection and Implementation. The Selection part has been completed and a provider (Tascomi) has been selected. Progress in last month - Project Manager appointed, Proof of Concept signed off by all 3 partners, Rectification notice served on Tascomi re: Home Improvement Agency functionality. Working on overall plan, reviewing key risks and current timescales. There are issues with 3C ICT resourcing of data migration tasks that a plan is being prepared for that should return the project to green. HDC is also required to provide a business analyst resource to the project to help complete a share of the circa 120 business processes across 3 councils that need to be remodeled for the Tascomi system and portal integration.</p>	30-Jun-20	3C Shared Services	John Taylor	David Pope
One Leisure Ramsey - 3G Artificial Pitch	3G Artificial Pitch (2018/19 Capital programme) (M10)	31-Dec-18	31-Dec-20	A	<p>Archaeologist work has taken place on site in June and we are awaiting the report to determine the outcome. A further 2 trenches were requested. It may be that a controlled strip is requested when the work starts on site due to the high interest levels in the area. On 19th June we were informed that there was a 4-6 week lead time on the evaluation report being produced.</p>	30-Jun-20	Leisure & Health	Jayne Wisely	Martin Grey

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
New HR system	Full tender to replace the existing HR and Payroll system with a new, modern, cloud-based solution which better integrates with other systems (e.g. active directory, Tech1 etc.) Joint procurement with CCC and SCC, Procurement lead is CCC. Project Manager is external consultant.		31-Mar-21	A	Procurement continues, 7 suppliers have been assessed, next step decision on best 3 to take forward to next phase. Currently in discussion with current provider to deliver contractually provisioned extension to prove run-on to cover transition to new system. Awaiting information from CCC on HDC contribution to Project Manager.	30-Jun-20	Corporate Services	Justin Andrews Fiona Bryant	Aileen Whatmore Randeep Singh (PM)
Oak Tree Car Park Development Project and Affordable Housing Project Phase II	Phase II relates to the application of further funding from One Public Estate to develop the Master Planning Scheme into a viable Capital Project with less reliance on NHS occupation of new offices. New apartments will still follow the design principle of accommodation for "Key Workers". Awaiting further Central Government instructions re grant applications.		30-Jun-23	A	Seeking to identify partner for development, in the event HDC does not progress unilaterally; consideration for 'new normal' post-Covid-19 is a factor (will there be a market for office development?).	30-Jun-20	Corporate Services	Justin Andrews	Carl Egonu
Outsourced Hybrid Mail & Printing Project	Outsourced Hybrid Mail & Printing Project	-	31-Dec-20	G	HDC and Cambridge City staff are now evaluating and shortlisting completed Standard Selection Questionnaires. This is due to be completed by 3 July when stage 2 issuing Invitations To Tender is due to commence. We are still waiting for Cambridge City to confirm HDC's contribution to the legal costs.	30-Jun-20	Customer Services	John Taylor	Andy Lusha
Operations Back Office System - Yotta	Streets/Grounds/Recycling and Waste Services: Phase 1: Streets April 2019 / Phase 2: Grounds Sept 2019 / Phase 3: Waste Services May 2020 / 3C project across the three authorities.	07-May-19	31-Dec-20	G	HDC Waste - Green - Data supplied, Yotta reviewing. Identified potential solution for data changes. System configuration drawing to close. Test and Training plan developed, sessions organized starting 1st June. In cab equipment & mounts ordered. HDC Streets - Green - recovered issues with workflows. Now passed User Acceptance Testing. Rollout programme devised by team & agreed. Streets - 95% Waste - 70% Grounds - 0%	30-Jun-20	3C Shared Services	Joel Carre (CCC) Neil Sloper	Tony Allen
One Leisure Street Changing Rooms	Capital 2019/20	TBC	31-Mar-21	G	Awaiting tender returns.	30-Jun-20	Leisure & Health	Paul France	Chris Keeble
Alms Close, Huntingdon - Land development	Development of Land at Alms Close, Huntingdon	31-Oct-19	18-Sep-20	G	Work progressing with a practical completion date in September. Some delays due to Covid-19, with contractors now back on site. Units being marketed now. Some cost overrun due to demands by Anglian Water now completed. Estimated increase above allocation 85K.	30-Jun-20	Corporate Services	Justin Andrews	Carl Egonu

**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Consultation on England's Economic Heartland:  
Draft Transport Strategy

**Meeting/Date:** Cabinet – 17th September 2020

**Executive Portfolio:** Executive Councillor for Strategic Planning

**Report by:** Clara Kerr - Service Manager (Growth)

**Ward(s) affected:** All Wards

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### **Executive Summary:**

England's Economic Heartlands was established to engage authorities impacted by the Oxford – Milton Keynes – Cambridge Arc. The Economic Heartland region covers Swindon, Oxfordshire, Buckinghamshire, Milton Keynes, Northamptonshire, Central Bedfordshire, Bedford, Luton, Hertfordshire, Cambridgeshire and Peterborough. The organisation is the sub-national transport body for this region and received financial backing from the Department for Transport to advance an ambitious programme of work, including the development of an overarching transport strategy and work to identify and define a major road network across the arc.

England's Economic Heartland (EEH) previously consulted on an 'Outline Transport Strategy: Framework for Engagement' in 2019, which Huntingdonshire District Council (HDC) provided comments on (see Appendix 1). EEH is now consulting on its Draft Transport Strategy (DTS) and can be found on [England's Economic Heartland's website](#). Consultation is running from 14 July 2020 and closes 6 October 2020. Officers have reviewed the document and provide a draft response for the consideration of Cabinet (see Appendix 2).

The DTS sets out a vision that addresses decarbonising transport, digital infrastructure and connectivity, East West Rail's role as the catalyst for transforming strategic public transport networks, investment in active travel and shared transport solutions to improve local connectivity and ensure that everyone has the opportunity to realise their potential, and ensure that our freight and logistic needs continue to be met whilst lowering the environmental impact of deliveries. It is supported by a number of technical studies. These include an Integrated Sustainability Appraisal and proposal to form a Statutory Sub-national Transport Body.

This report provides an outline of the Draft Transport Strategy's aims and objectives and a draft consultation response (Appendix 2) on issues that affect the Huntingdonshire District Area, its corporate priorities and objectives.

**Recommendation(s):**

The Cabinet is recommended to provide comments on this consultation and delegate authority to submit the Council's final comments on this consultation to the Service Manager - Growth, in consultation with the Executive Leader and Deputy Executive Leader.

## **1. PURPOSE OF THE REPORT**

- 1.1 This report provides an outline of the Draft Transport Strategy (DTS), its aims and objectives and a draft consultation response on issues that affect the Huntingdonshire District Area, its corporate priorities and objectives for approval by the Council.

## **2. BACKGROUND**

- 2.1 England's Economic Heartlands (EEH) was established to engage authorities impacted by the Oxford – Milton Keynes – Cambridge Arc. The Economic Heartland region covers Swindon, Oxfordshire, Buckinghamshire, Milton Keynes, Northamptonshire, Central Bedfordshire, Bedford, Luton, Hertfordshire, Cambridgeshire and Peterborough. The organisation is the sub-national transport body for this region and received financial backing from the Department for Transport to advance an ambitious programme of work, including the development of an overarching transport strategy and work to identify and define a major road network across the arc.
- 2.2 Organisationally the aim of EEH is to 'address identified barriers to economic activity (both existing and planned growth) and raise productivity to match, and where possible exceed, that of our global competitors. To achieve this [they] need to
- Strip away duplication, remove inefficiencies, and enable faster, more agile decisions.
  - Simplify funding streams wherever possible so that the time (and cost) taken to develop proposals and get them delivered on the ground is reduced.
  - Provide greater certainty for private sector investors thereby encouraging them to commit sooner to investments with greater confidence.'
- 2.3 Another important goal for EEH is to submit a proposal to establish a statutory Sub-national Transport Body with powers and responsibilities devolved from Government in a way that enables delivery of a Regional Transport Strategy. Currently the only statutory transport body is Transport for the North.
- 2.4 EEH consulted on an Outline Transport Strategy: Framework for Engagement in 2019, which the Council responded to, having considered the consultation in October 2019. This set out the challenges and opportunities faced by the region to achieve growth and net zero carbon transport system by 2050. The views received and subsequent technical work have been used to develop a Draft Transport Strategy, now the subject of formal consultation. It provides a useful opportunity to highlight the Council's priorities for transport infrastructure on a regional level.

## **3. DRAFT TRANSPORT STRATEGY – AN OVERVIEW**

### Vision and principles

- 3.1 The consultation document sets out the Vision and principles for the Transport Plan. It is a strategic plan and so has high-level aspirations:

*‘To realise sustainable growth opportunities and improve the quality of life and wellbeing for Heartland residents and businesses, by harnessing the Heartland’s globally renowned centres of innovation to unlock a world class, de-carbonised transport system.*

#### *Principles*

- *Achieve net-zero carbon emissions from transport no later than 2050*
- *Improve quality of life and wellbeing through an inclusive transport system accessible to all, which emphasises sustainable and active travel*
- *Support the regional economy by connecting people and businesses to markets and opportunities*
- *Ensure the Heartland works for the UK by enabling the efficient movement of people and goods through the region and to/from international gateways.’*

(England’s Economic Heartland, 2020)

#### Integrated Sustainability Appraisal

- 3.2 The LGA advises that *‘The purpose of the sustainability appraisal process is to appraise the social, environmental and economic effects of a plan from the outset. In doing so it will help ensure that decisions are made that contribute to achieving sustainable development.’* (LGA, 2020). The document is supported by an Integrated Sustainability Appraisal (SA) prepared by WSP. This has also been reviewed by officers. The response to which can be found under question 8 of the Council’s proposed response to the Draft Transport Strategy.

#### Statutory Sub-national Transport Body

- 3.3 The power to establish statutory Sub-national Transport Bodies was enabled through the Cities and Local Devolution Act 2016, amending the Local Transport Act 2008. The report explains:

*‘The primary legislation sets out that a statutory Sub-national Transport Body would have a range of general functions, including:*

- a) To prepare a transport strategy for the area*
- b) To provide advice to the Secretary of State about the exercise of transport functions in relation to the area (whether exercisable by the Secretary of State or others)*
- c) To co-ordinate the carrying out of transport functions in relation to the area that are exercisable by different constituent authorities with a view to improving the effectiveness and efficiency in carrying out those functions.*

*Once established as a statutory body the Secretary of State would have to have regard to the proposals contained in the Transport Strategy and the advice of the Sub-national Transport Body. In addition to the general functions explicitly identified in the legislative framework, the constituent members of the Sub national Transport Body have the ability to make other proposals as to the role and functions it has.'*

(Proposal to Establish a Statutory Sub national Transport Body: For Consultation, 2020)

3.4 The document sets out what the powers are that it would be seeking, which encompass general functions set by the Local Transport Act 2008. As a statutory Sub-national Transport Body it would '*recognise that the Secretary of State remains the final-decision maker on national transport strategies...*', although the ...'*Secretary of State must have regard to the Sub-national Transport Body's Transport Strategy, and its advice in respect of its implementation*'. It lists several additional powers it would seek:

- a) *'The right to be consulted about new rail franchises – whereby EEH would have to be consulted before the Secretary of State issues any invitation to tender for a franchise agreement*
- b) *The right to have a role in setting the High Level Output Specification (HLOS) for rail – whereby EEH would be able to act jointly with the Secretary of State to set and vary the HLOS for the area*
- c) *The right to have a role in setting the Road Investment Strategy (RIS) for the Strategic Road Network – whereby EEH would be able to act jointly with the Secretary of State to set and vary the RIS in our area*
- d) *The ability to enter into agreements to undertake certain works on the Strategic Road Network, Major Road Network or local roads – this would enable EEH (working with partners) to promote and expedite delivery of regionally significant cross-boundary schemes*
- e) *The ability to make capital grants for the provision of public transport facilities – this would enable EEH to support the funding and delivery of joint projects with constituent authorities*
- f) *The ability to secure the provision of bus services – travel to work areas do not respect local authority boundaries and this would enable EEH (working with partners) to fill in identified gaps in bus service provision*
- g) *The ability to enter into Quality Bus Partnerships – this would enable EEH (working with partners) to expedite the introduction of partnership schemes covering more than one local transport authority area*
- h) *The ability to introduce integrated ticketing schemes – this would enable EEH (working with partners) to expedite the introduction of cost effective smart and integrated ticketing system on a regional level*
- i) *The right to promote or oppose Bills in Parliament – this would enable EEH to promote, co-ordinate and fund regionally*

*significant infrastructure schemes, accelerating delivery of cross-boundary schemes.'*  
(*Proposal to Establish a Statutory Sub national Transport Body: For Consultation, 2020*)

3.5 The consultation seeks views on the proposals, which are set out in Appendix 2. In summary

The Council supports the principles of the strategy to:

- Achieve net-zero carbon emissions from transport no later than 2050
- Improve quality of life and wellbeing through an inclusive transport system accessible to all, which emphasises sustainable and active travel
- Support the regional economy by connecting people and businesses to markets and opportunities
- Ensure the Heartland works for the UK by enabling the efficient movement of people and goods through the region and to/from international gateways Concern is raised that there is limited information to ensure accessibility to public transport hubs, especially for rural communities and in terms of addressing income.
- Support for the prioritisation of East West Rail, CAM, improvements to the A14 and A1.
- We seek clarification of the inclusion of Godmanchester and Alconbury as Strategically Significant, although supports the inclusion of St Neots, Alconbury Weald and Huntingdon.
- Support for active modes of travel is supported but concerns are also raised that connectivity for active modes is a challenging, in rural areas.
- Measures to support rural connectivity are welcomed but more information is required in respect of delivery mechanisms.
- Support for increased rail connectivity for St Neots, including for rail freight.
- While the priorities listed and the approach to identifying infrastructure priorities through connectivity studies is supported in principle, concerns are raised that is unclear how Huntingdonshire fits within these from the descriptions and mapping included; and there is a lack of detail, for example, who will be responsible for delivery, timelines, and costs.



- The impact on rural communities generally is highlighted as a concern due to a lack of clarity around investment.
- The Integrated Sustainability Appraisal is welcomed. concerns are expressed relating to rural connectivity, public transport, digital infrastructure, and that the A141 has still not been included.
- Concerns are raised in relation to potential issues with an additional tier of Governance and the ability to deliver transport infrastructure without delay.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY**

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

#### **5. KEY IMPACTS / RISKS**

- 5.1 There is a risk that an additional tier of policy making could delay delivery of key infrastructure if it does not operate well or partner organisations within the decision-making disagree. Cambridgeshire County Council and Cambridgeshire and Peterborough Combined Authority (including the Mayor) are the Local Highway Authority/ Local Transport Authority and represent the interests of the Cambridgeshire Authorities for strategic highway matters. HDC would continue to liaise with its partners to ensure key infrastructure is delivered locally but would want assurance in any future tiers of governance that the strategic growth ambitions of the district were met, and at pace. If a solid governance structure representing all Councils in the corridor is established from the outset the benefits of a combined approach, with greater ability to influence Government and deliver a strong vision could outweigh this risk.

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 If the recommendations are supported, officers would submit a representation on behalf of HDC within the consultation period. A final version the Transport Strategy is expected to be published at the turn of the year.
- 6.2 In respect of setting up a Statutory Sub-national Transport Body, the consultation runs with that of the Draft Transport Strategy. No timeline is provided for the process of establishing this body at this stage.

#### **7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES**

- 7.1 The EEH Draft Transport Strategy assists in the delivery of a number of objectives related to the Council's work programme and key actions including:

- Supporting new and growing businesses and promoting business success
- Supporting the delivery of the Alconbury Enterprise Zone
- Supporting economic growth in market towns and rural areas
- Promoting inward investment
- Influencing the development of the Highways and Transport Infrastructure Strategy
- Facilitating the delivery of infrastructure to support housing growth
- Improving the quality of the environment, by including infrastructure that supports people to walk and cycle
- Facilitate and provide opportunities for positive activities that support residents' health and wellbeing needs
- Prioritising accessible, high quality, well maintained open space, walking and cycling facilities on new housing developments
- Collaborating with partners, providers and stakeholders in an enterprising fashion to enhance community resilience and build sustainable opportunities for people

## **8. LEGAL IMPLICATIONS**

8.1 None at this time as this is a consultation response.

## **9. RESOURCE IMPLICATIONS**

9.1 Potential resource implications if additional capacity is required to input into further development of the Draft Transport Strategy. This is considered unlikely at this stage.

## **10. HEALTH IMPLICATIONS**

10.1 The Government has recognised the need to plan for and deliver substantial new infrastructure ahead of the arrival of new communities, including necessary transport infrastructure, utilities, digital connectivity, health and education. Projects identified in the Draft Transport Strategy, if implemented, will facilitate and provide opportunities for positive activities that support Huntingdonshire's residents' health and wellbeing needs including multi-modal transport options and an increased emphasis on connecting people by way of cycling opportunities.

## **11. REASONS FOR THE RECOMMENDED DECISIONS**

11.1 The Draft Transport Strategy provides opportunities to enhance and support opportunities for growth across the England's Heartland Region, Combined Authority Area and Huntingdonshire. The Council's response to this consultation will help to shape the Draft Transport Plan and provide a steer for future infrastructure projects influencing the district and enabling and supporting Huntingdonshire's Local Plan to 2036 and the Council's Corporate Objectives.

- 11.2 Recommendations provided in the Council's consultation response will ensure that Huntingdonshire is adequately represented within the Regional Transport Strategy and that schemes support Huntingdonshire's Local Plan to 2036 and ambitions for growth.
- 11.3 It is recommended that Cabinet provide comments on this consultation and delegate authority to submit the Council's final consultation comments on this consultation to the Service Manager - Growth, in consultation with the Executive Leader and Deputy Executive Leader.

## 12. LIST OF APPENDICES INCLUDED

Appendix 1 - Huntingdonshire District Council's draft Consultation Response to the Outline Transport Strategy: Framework for Engagement  
Appendix 2 - Huntingdonshire District Council's draft Consultation Response to the Draft Transport Strategy (Questionnaire)

## 13. BACKGROUND PAPERS

- [England's Economic Heartland's Draft Transport Strategy](#)
- [Integrated Sustainability Appraisal](#)
- [Proposal to Establish a Statutory Subnational Transport Body](#)
- [EEH Cabinet Report 241019](#)

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## CONSULTATION RESPONSE

### **1. Does the draft vision ("connecting people and places with opportunities and services") provide sufficient focus for the Transport Strategy?**

Yes, the Council believes that the draft vision is appropriately balanced to connect people, places and skills through infrastructure provision. The additional focus of improving freight infrastructure to ease pressure on local road infrastructure is also welcomed.

EEH is also advised to review the Cambridgeshire and Peterborough Combined Authority Local Transport Strategy. The consultation concludes on the 27th September 2019.

### **2. Is the ambition to have a zero-carbon transport system by 2050 sufficiently challenging?**

Any target to achieve zero carbon by 2050 is going to be extremely challenging. The Council supports this principle, which accords with its corporate place objectives to create, protect and enhance our safe and clean built and green environment.

To assist in achieving this aim the draft transport strategy should include the following interventions: linking to high quality open space; integrating environmental considerations including biodiversity net gain throughout development of the future transport network; and ensuring that all new transport schemes cause minimal disruption to the environment both during construction and operation. Investing in the electrification of local taxi fleets and running buses on sustainable fuels should also be championed. The Cambridgeshire and Peterborough Combined Authority mention within their draft Local Transport Plan that they are undertaking trials of electric and hybrid buses to understand and examine their operation on the local network; rapid electric vehicle charging points are also being installed in Peterborough. The Combined Authority is also working towards Cambridge Autonomous Metro network which has the potential to service outlying areas within Huntingdonshire. Support of these objectives would help to ensure a joined up approach across the Region in terms of strategic priorities.

It is recommended that lessons are learnt from other countries and districts that are also working towards achieving zero carbon and traffic free town centres. Many academic studies have been undertaken on such projects. Linking potential project ideas with such studies could prove beneficial in the long run and help to identify the projects best suited to achieve the objective. Engagement with national / sub national sustainable transport bodies would also be beneficial.

### **3. Do the three key principles (enabling economic growth; accessibility and inclusion; quality of life and environment) provide an appropriate framework**

### **within which to develop the Transport Strategy?**

Yes, this is reflective of Cambridgeshire and Peterborough Combined Authority's draft Local Transport Plan and Huntingdonshire's Corporate Objectives of making Huntingdonshire:

- a better place to live, to improve health and well-being and support people to be the best they can be; and
- support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire

#### **4. What are the key factors influencing people's choice of travel mode?**

Opportunities to provide multi-modal transport corridors should be identified and promoted. Additional focus should also be attributed to the 'first mile' and 'last mile' of journeys. Enabling multi-modal transport hubs and improved cycling, walking and public transport connections for residents and commuters is vital to encourage commuting and sustainable travel by providing a variety of travel options in both rural and urban areas. This should be mainstreamed through all modes of transport infrastructure.

Currently the frequency, reliability and availability of public transport in rural areas are main influencing factors in the choice of travel modes. Public transport in these cannot accommodate the needs of certain business types in rural areas, for example shift workers and night workers have no, or limited access to public transport. In such cases safety is also a key influencing factor, e.g. waiting for public transport at night or in areas with no natural surveillance can deter use. The cost of public transport is also a major barrier to those on low incomes.

#### **5. What are the key barriers that need to be addressed if we are to achieve frictionless travel?**

**Please note:** Some of the key barriers to frictionless travel are addressed in question 4 (above).

Connectivity of cycling and walking routes within the district is limited outside key locations in Huntingdonshire. Greater emphasis should be afforded to resolving missing links and capturing opportunities for longer distance cycle routes for commuting and recreation. It is recommended that additional focus should also be attributed to the 'first mile' and 'last mile' of journeys to encourage commuting and sustainable travel by providing a variety of travel options in both rural and urban areas and making them more desirable to get to and from by bicycle.

Cooperation from public transport service providers will also be essential in relation to frequency and cost of services. Engaging with local businesses will also help England's Economic Heartlands to better understand the needs of businesses in terms of operational and employee needs and barriers.

In some cases the largest barrier to achieving frictionless travel will be to address

the culture change required by the public and businesses. This will require greater engagement and understanding of how to bring about that shift in thinking.

**6 What performance measures should be used to identify the levels of service users require of the transport system?**

There needs to be ongoing engagement with communities to understand evolving needs beyond any initial set up. This would be more effective in the form of focus groups with key stakeholders from across the patch. This would be more effective than a blanket email which may likely lead to low returns.

**7 Should the strategy include and define appropriate 'nudge principles' (small changes which can influence user behaviour) to encourage more people to use public transport in the Heartland area?**

Integrated ticketing systems and rural travel hubs will enable rural areas to benefit economically and socially from enhanced public transport opportunities. Subsidised ticketing in rural areas would also help to achieve a greater frequency of travel as financial accessibility to public transport is also a major barrier to usage.

Schemes identified to improve rural transport infrastructure should also include projects to join up cycling infrastructure where missing links exist creating a comprehensive cycle network and the establishment of longer routes that could be used for both recreation and commuting.

Multi-modal transport hubs with easy access to cycling facilities and inter-urban high frequency and direct public transport would also encourage changes in user behaviour.

Definition is required so all user groups can see themselves in the shift and understand how their contribution contributes toward the higher aim of net zero carbon but without additional financial burden, particularly for those on lower incomes.

**8 What weight should be given to the changes in travel demand arising from the delivery of transformational infrastructure?**

Weighting is a complex question. When the question of weighting arises, the context of the question is not clear. Clearly, assuming the change in travel demand is to that of public transport, positive weight should be attached, however to give the degree of weighting one would need to know all the factors being weighed upon in that scenario.

**9 What weight should be given to the potential of the rail network to accommodate a higher proportion of future travel demand?**

Again, same answer as No. 8.

**10. Have we identified the key strategic transport corridors?**

The A141 is a major strategic link within the Huntingdonshire District; it is considered a major link for rural communities and Ramsey market town to Huntingdon. Ramsey is identified in Huntingdonshire's Local Plan to 2036 as a Spatial Planning Area and one of four market towns within Huntingdonshire suitable for sustainable growth. The Spatial Planning Areas are responsible for providing approximately three quarters of the district's objectively assessed need for housing and the majority of employment and retail. The A141 is the key to opening up and sustaining growth towards the North of the district and will provide additional transport infrastructure for strategic development sites such as Alconbury Weald. The A141 has not been identified as a strategic transport corridor on the map on pages 16-17 of the FfE and the Council recommends its inclusion.

**11. Are there specific issues that should be taken into consideration as part of the connectivity studies?**

The Council supports the promotion of greater connectivity, especially to enhance inclusivity for our more rural communities. However, there are challenges in the Fens that can be challenging to overcome, namely flood risk. It is noted that the document does not refer to physical challenges that require mitigation in delivering connectivity. This is a key issue in the north east of our District, around the Market town of Ramsey.

**12. To what extent should we look to the growth in digital services to change the nature and scale of future travel demand?**

The Council approves of the ambition to provide faster, more reliable digital connectivity, with digital infrastructure such as fibre ducting delivered alongside transport infrastructure where possible. Faster and more reliable digital infrastructure is a key component to achieving alternative working behaviours such as home working and video conferencing which can decrease the need to travel and contribute towards reducing congestion on our roads. Another key area of investigation with regard to digital infrastructure is the potential cost of internet and data packages for low income households and small businesses; it is recommended that further work is conducted in this area to understand the implications of achieving a comprehensive and accessible digital infrastructure network.

**13. What are the core connectivity requirements for businesses operating from the region?**

The core connectivity issues for businesses operating in Huntingdonshire include an uncongested reliable transport network which enables just in time delivery in terms of supply and dispatch. Fast reliable internet is especially important for all businesses, but is currently lacking in rural areas and can limit flexible working



patterns. Straightforward connections to the strategic rail or road network are also essential.

**14. What are the key performance measures for the Transport System from a business perspective?**

Time is money. There is a need to minimise delays; There are also concerns around mileage costs for congested roads. Goods need to be delivered on time and businesses need to be able to attract staff – both of which rely on a healthy network, along with a choice of transport modes.

**15. What measures should the overarching Transport Strategy include in order to enable the potential that exists within the four Grand Challenges of the Industrial Strategy to be realised?**

The key measure will be the increase in GVA across the patch.

**16. To what extent is investment in digital infrastructure more significant and/or urgent than physical infrastructure?**

The Council approves of the ambition to provide faster, more reliable digital connectivity, with digital infrastructure such as fibre ducting delivered alongside transport infrastructure where appropriate. Faster and more reliable digital infrastructure is a key component to achieving alternative working behaviours such as home working and video conferencing which can decrease the need to travel and contribute towards reducing congestion on our roads. Another key area of investigation with regard to digital infrastructure is the potential cost of internet and data packages for low income households and small businesses; it is recommended that further work is conducted in this area to understand the implications of achieving a comprehensive and accessible digital infrastructure network.

**17. How will the way we access goods and services continue to change, and what are the key issues that need to be addressed in the Transport Strategy?**

As we move to a more digital platform we need to ensure transport corridors actively incorporate the ability to integrate and update digital platforms.

**18. What freight and logistics services are important for people and businesses? For example, accessing goods (via delivery or in person); a thriving high street; access to health, education and leisure facilities?**

All of the above are equally important to all sectors of the community. Without a transport network that can accommodate all of the above we will fail to deliver inclusive communities.

**19. Just in time and last minute operations are affecting the way people and businesses access goods and services. How should this growing trend**

**affect the way we plan transport now, and in the future?**

Planning for future developments in transport needs to be a more collaborative process, not just within the public private sectors but within the education sector to understand what technologies are emerging and therefore future trends.

**20. Is the approach to investment the right one? If not, why not?**

The Council agrees with the approach to investment (pages 88-99) in terms of using evidence to identify investment programmes. However, there is little else to comment on in this section as there is no real indication of how the investment programme will be decided upon. It is advised that this is clarified in the draft Transport Strategy.

An integrated approach to investment and delivery from a regional, local and Combined Authority perspective will be essential and it is recommended that any project that span all three areas are discussed and assessed across agencies to ensure a joined up approach.

The Council is supportive of the intention to explore whether the current level of funding available to local partners to support the development of infrastructure proposals is sufficient and look forward to the findings.

**21. Is the approach to delivery the right one? If not, why not?**

The Council agrees that many of the ambitions set out within the FfE will be dependent on the commitment and ambition of partners. Decisions on preferred approaches to solutions will most definitely require the support and oversight of the bodies that are responsible for their successful delivery including: partner Local Authorities, Highways England, Network Rail, East West Railway Company, and the bus and train operators, amongst others. An integrated approach to investment and delivery from a regional, local and Combined Authority perspective will be essential and it is recommended that projects that span all three areas are discussed and assessed across agencies to ensure a joined up approach.

It is also agreed that delivery partners (the companies providing professional services) will provide an invaluable source of knowledge and experience in the development, design and implementation of investment in strategic infrastructure and services. Involving these partners in the development of an investment programme will ensure that project delivery is feasible and achievable.

**Final Thoughts:**

It is considered that the questions, as framed are rather ambiguous. It would have been helpful to have fewer, more focussed questions.

## Appendix 2: Questionnaire Responses

### Draft Transport Strategy: Vision and Principles

#### Vision

To realise sustainable growth opportunities and improve the quality of life and wellbeing for Heartland residents and businesses, by harnessing the Heartland's globally renowned centres of innovation to unlock a world class, de-carbonised transport system.

#### Principles

- Achieve net-zero carbon emissions from transport no later than 2050
- Improve quality of life and wellbeing through an inclusive transport system accessible to all, which emphasises sustainable and active travel
- Support the regional economy by connecting people and businesses to markets and opportunities
- Ensure the Heartland works for the UK by enabling the efficient movement of people and goods through the region and to/from international gateways

1. To what extent do you support or oppose our vision?

- Strongly support  Support  Neither support nor oppose  Oppose  
 Strongly oppose  I'm not sure

2. To what extent do you support or oppose each of our principles?

	Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose	I'm not sure
Achieve net-zero carbon emissions from transport no later than 2050	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve quality of life and wellbeing through an inclusive transport system accessible to all, which emphasises sustainable and active travel	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support the regional economy by connecting	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

people and businesses to markets and opportunities

Ensure the Heartland works for the UK by enabling the efficient movement of people and goods through the region and to/from international gateways

3. Please provide any further comments you have about the vision and principles.  
Comments:

The vision is appropriately balanced to achieve net-zero carbon by 2050, provides an inclusive transport system accessible to all, supporting the economy by connecting people and businesses to markets and opportunities, and enabling the efficient movement of people and goods. It is welcomed that the strategy acknowledges the continued role of locally based Transport Strategies, such as the Combined Authority's Local Transport Plan which utilises local knowledge of the area.

HDC welcomes the aim within the vision of 'Improving quality of life and wellbeing through an inclusive transport system accessible to all which emphasises sustainable and active travel'. In particular Policy 27, which states that '*We will work with partners to develop tailored solutions for our smaller market towns and rural areas that improve local connectivity, including exploring options for centres of mobility*'.

Notwithstanding the above, HDC is somewhat concerned that the text and policies presented misses an opportunity. The text is very vague and does not address the issue of accessibility to public transport in terms of affordability and service provision. See also the response to question 8, below.

4. To what extent do you support or oppose investment in the following areas?

**Strongly support**   **Support**   **Neither support or oppose**   **Oppose**   **Strongly oppose**   **I'm not sure**

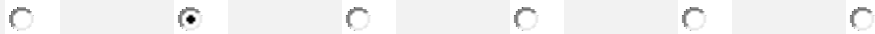
Digital infrastructure both fixed (e.g. broadband) and mobile (e.g.

**4G/5G) to enable business growth, improve access for residents to services and opportunities, in ways that also reduce the need to travel (where appropriate)**

**Our existing infrastructure assets to improve its resilience and connectivity, thereby improving business productivity and supporting our communities**

**Repurposing existing infrastructure and services, particularly within larger urban areas to actively encourage active travel modes and user-centred services, and reduce reliance on the private car**

**Greening travel routes to encourage walking or cycling and therefore improve both physical and mental health, whilst at the same time**



acting as green corridors for wildlife

New infrastructure capacity and capability to enable delivery of planned economic and housing growth

<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Improved connectivity for rural communities to enable small market towns to support their rural hinterlands

<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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**Draft Transport Strategy: Policies**

Policies in the strategy are divided into four themes. These are:

- a transport system for the future
- transforming journeys
- connecting people with opportunities
- making the Heartland Work for the UK

5. To what extent do you support or oppose the policies set out in the following themes?

	<b>Strongly support</b>	<b>Support</b>	<b>Neither support nor oppose</b>	<b>Oppose</b>	<b>Strongly oppose</b>	<b>I'm not sure</b>
A Transport System for the Future - policies targeted towards decarbonising the transport system and enable more people to travel using sustainable modes	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transforming Journeys -	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**policies to transform the way people travel through the region, including east to west, and north to south**

**Connecting People with Opportunities - policies for improving local connectivity across the region**

**Making the Heartland Work for the UK - policies aimed at improving the way people and goods travel through the region, for example to airports, or as part of the freight and logistics sector**

6. Please provide any further comments you have about the Draft Transport Strategy's policies.  
Comments

HDC supports the four themes set out in the strategy. These are high level and will, if secured through investment and implementation, enable significant transformation of transport networks within the region.

HDC supports the decarbonisation of the transport network by 2050. In particular, the two routes to decarbonisation of the network, as set out on page 31, through wholesale measures to create a highly connected transport system and enabling a policy-led behavioural shift where levers are applied to reduce the number of car trips. Securing choice for communities of bus, train and active travel modes is not easily accessible for rural communities and we look forward to engaging with EEH and its partners in securing realistic and deliverable solutions to this challenge for our rural communities. Value for money in the typical sense may not always result in deliverable solutions for rural communities with lower populations and further distances to travel and solutions will need to address this if an equitable transport network is to be the end result. Although, the desired output would be long-term

value to communities and the economy through increased economic opportunities and access to leisure, culture and retail.

The provision of East-West Rail is strongly supported by HDC to improve east-west connectivity. HDC is committed to the delivery of an interchange at Sandy / St Neots and is working with the partners to support this. This will support housing growth and the economy if it is planned to include freight capabilities and delivery greater opportunities for digital connectivity.

HDC welcomes the identification of places of Strategic Importance within the district. It supports the inclusion of Huntingdon, Alconbury and St Neots as Areas of Significant Change. Similarly, we are pleased to see that Huntingdon and Alconbury Weald are included as an Area of Economic Opportunity. Please note that the document should be made clearer by referring to Alconbury Weald rather than Alconbury, as these are two separate settlements and distinctly different. We would also suggest that Godmanchester is not included at this time as it lies within the Huntingdon Spatial Planning Area

Policies that prioritise investment in the development of public transport-based solutions, decarbonisation, and support economic growth, deliver digitally enabled corridors and secure in the Strategic Road Network and Major Road Network, where appropriate, are supported.

Policy 24, which includes support for CAM, is welcomed. This scheme will deliver significant benefits to Huntingdonshire.

Page 45 refers to *'Measures to encourage active travel and co-ordination with onward local bus services are particularly important, both to residential areas and areas of economic activity within the surrounding urban area. Where possible, this should be supported by investment that repurposes the existing infrastructure in favour of such measures.'* HDC supports such measures and is keen to build connectivity for active modes. As a rural area this is a different challenge and will require ambition and investment. Any support this Strategy provides to this is welcomed.

HDC is very supportive of policy 27, which addresses rural connectivity. It acknowledges the role towns have in supporting their rural hinterlands, importance of delivering digital connectivity, encourages low carbon modes of travel, and introduces the concept of 'mobility hubs'. These types of measures are crucial to ensuring rural connectivity can be achieved and are very much welcomed. HDC is keen to see set out in the DTS how this will be delivered. It does not address the issue of accessibility to public transport in terms of income and service provision, which needs to form part of the implementation plan.

St Neots is the largest Market Town in the District of Huntingdonshire and lies within the Cam-Ox corridor. A rail connection to Cambridge would unlock significant economic and housing opportunities and therefore the Council strongly supports the inclusion of a North-South / East-West rail interchange with the East Coast Main Line. We would welcome the opportunity to realise the potential of rail freight investment here also.



The need to continue to support road freight is realistic and supported. Any improvements relating to the A14 and A1 at Huntingdon are supported.

### **Draft Transport Strategy: Implementation and delivery pipelines**

These chapters (nine and ten) set out how we plan to implement and deliver the Transport Strategy. The investment pipeline table can be found on pages 57-59 of the Draft Transport Strategy and in map form on pages 60-63.

7. To what extent do you support or oppose the implementation and delivery approach we've outlined?

- Strongly support  Support  Neither support nor oppose  Oppose  
 Strongly oppose  I'm not sure

8. To what extent do you agree or disagree that the investment pipeline reflects the region's connectivity priorities?

- Strongly agree  Agree  Neither agree nor disagree  Oppose  
 Strongly oppose  I'm not sure

9. Please provide any further comments you have about implementation and the investment pipeline.

Comments

As a strategic plan, the DTS presents EEH's planned 'whole system' approach covering strategic influence, co-ordination, accelerated delivery. This is supported and does not seek to duplicate or replace local Transport Plans. The proposed Connectivity Studies are a sensible approach to implementation, providing the framework for delivery. As stated above, HDC is concerned that it is unclear how its area fits into these studies due to the mapping and unclear references to the geographical areas covered. The district is well connected and the opportunities to build on this to the benefit of wider region must not be overlooked.

The District Council would value continued involvement in the development of further site, or infrastructure specific, Transport Delivery Plans especially those focussing on areas which involve or are in proximity to Huntingdonshire District Council's area. These include but are not limited to: The Cambridgeshire Autonomous Metro Cambridge to Cambourne and St Neots route; the Oxford to Cambridge Expressway and dualling of the A428, delivery of a new railway corridor between Bedford and Cambridge, Alconbury Weald transport and infrastructure improvements; A1 and A141 capacity enhancements, public transport enhancements, Wyton Airfield access, transport accessibility to St Ives and St Neots.

It is noted that the Investment Strategy will seek to provide a pipeline of co-ordinated proposals, having worked with infrastructure providers. HDC supports having a 5-year pipeline that is reviewed on a cyclical basis. HDC also supports the principle of Area/Corridor Studies (connectivity studies). From the mapping provided it is unclear how the studies relate to Huntingdonshire. Huntingdonshire lies within key economic corridors and there are a number of transport proposals under consideration and

these should be considered as part of any investment strategy. Furthermore, it is unclear whether the DTS is referring to Alconbury or Alconbury Weald, which are separate settlements.

Overall at this stage the Investment Strategy is unclear; for example, it states that *'This strategy provides clarity on where investment in strategic infrastructure and services is required to support the work of local authorities and growth boards as they look to plan and deliver planned growth in the longer term'*, yet it does not provide this detail.

HDC is concerned that the Infrastructure Strategy does not address the issue of who will be responsible for acquiring the investment. For it to be a useful tool for Local Authorities, it would be preferable that these investments were more specifically addressed somewhere (maybe in an appendix) identifying key delivery partners, potential costs, and delivery timelines so it can be used by LAs to inform their Infrastructure Viability Studies and Infrastructure Delivery Plans at district level.

It is unclear how rural areas within Huntingdonshire will benefit from investment based upon the Investment Strategy approach set out. It is considered that the strategy is unlikely to provide significant benefits for residents and businesses located away from key infrastructure measures such as East-West Rail and local measures are more likely to be necessary in order to ensure these areas receive investment to secure the transport connectivity improvements set out in the DTS.

HDC supports the investment strategy pipeline, which seeks to ensure that funding is available for key projects affecting Huntingdonshire including:

- Delivery of East West Rail – Central Section.
- A strategic interchange with traditional main-lines at Sandy/St Neots area – with East Coast Main Line.
- The CAM mass transit system.
- Delivery of A428 Black Cat to Caxton Gibbet improvements
- Delivering a long-term solution to the challenges of the A1 (East of England) corridor.
- Delivery of a high-quality cycleway (the Varsity Way) to form the backbone of a strategic cycleway across the region.

We are, however, concerned that investment needed to be able to achieve the desired 'step change in connectivity', is seemingly lacking. This is particularly so for rural areas, as per Policy 27 (page 47) which states *'We will work with partners to develop tailored solutions for our smaller market towns and rural areas that improve local connectivity, including exploring options for centres of mobility.'* As stated, HDC would like to see a clearer plan to invest in rural areas and more detail on the approach to investment in rural areas, including consideration of affordability challenges in some of our more rural areas, such as Ramsey, which is one of the four market towns in Huntingdonshire and has a rural hinterland that it serves.

### **Draft Transport Strategy: Overall view**

10. Overall, to what extent do you support or oppose the Draft Transport Strategy?

- Strongly support  Support  Neither support nor oppose  Oppose  
 Strongly oppose  I'm not sure

11. Please provide any further comments you have about the Draft Transport Strategy

Comments

HDC supports the DTS in principle subject to the broader comments in this response.

### **Integrated Sustainability Appraisal**

An independent *Integrated Sustainability Appraisal* (ISA) has been produced to accompany the Draft Transport Strategy. It assesses potential sustainability impacts of the Draft Transport Strategy's policies, and ensures sustainability aspects have been incorporated throughout.

12. To what extent do you agree or disagree that the independent Integrated Sustainability Appraisal is a robust assessment of the Draft Transport Strategy?

- Strongly agree  Agree  Neither agree nor disagree  Disagree  
 Strongly disagree  I'm not sure

13. Please provide any further comments you have about the Integrated Sustainability Appraisal.

Comments

It is welcomed that the Integrated Sustainability Appraisal and as a result the Draft Transport Strategy addresses the issues of deprivation and rural connectivity however the Council believes that this should be comprehensively addressed, in terms of income deprivation in rural areas and how this and the more varied work patterns as a result of more limited job opportunities affects access to and use of the public transport network.

Currently the frequency, reliability and availability of public transport in rural areas are the main influencing factors in the choice of travel modes. Public transport in rural areas also cannot accommodate the needs of certain business types, for example shift workers and night workers have no, or limited access to public transport. In such cases safety is also a key influencing factor e.g. waiting for public transport at night or in areas with no natural surveillance can deter use. The cost of public transport is also a major barrier to those on low incomes.

Another key area of investigation with regard to digital infrastructure is the potential cost of internet and data packages for low income households and small businesses; it is recommended that this is addressed in order to understand the implications of achieving a comprehensive and accessible digital infrastructure network.

The A141 is a major strategic link within the Huntingdonshire District; it is considered a major link for rural communities and Ramsey market town to Huntingdon. Ramsey is identified in Huntingdonshire's Local Plan to 2036 as a Spatial Planning Area and one of four market towns within Huntingdonshire suitable for sustainable growth. The

Spatial Planning Areas are responsible for providing approximately three quarters of the district's objectively assessed need for housing and the majority of employment and retail. The A141 is the key to opening up and sustaining growth towards the North of the district and will provide additional transport infrastructure for strategic development sites such as Alconbury Weald. The A141 has not been identified as a strategic transport corridor in section 5.4 of the Integrated Sustainability Appraisal. In addition, there is no mention as to why this corridor has been excluded as a key transport corridor. However, if this corridor is covered in the "North Northamptonshire" (Northampton - Wellingborough -- Huntingdon/Alconbury) Transport Corridor, greater clarity should be provided to address this.

We believe reference to the "North Northamptonshire" (Northampton - Wellingborough -- Huntingdon/Alconbury) Transport Corridor, should read Alconbury Weald.

### **Statutory status**

We have produced a document setting out plans for England's Economic Heartland to become a statutory body – the *Proposal to Establish a Statutory Sub-national Transport Body* document

14. To what extent do you support or oppose the approach set out in the Proposal to Establish a Statutory Sub-national Transport Body?

- Strongly support  Support  Neither support nor oppose  Oppose  
 Strongly oppose  I'm not sure

15. Please provide any further comments you have about the Proposal to Establish a Statutory Sub-national Transport Body  
Comments

Huntingdonshire falls within the remit of both the Cambridgeshire and Peterborough Combined Authority and Cambridgeshire County Council for delivery of transport related matters. The addition of a further tier of policy making could result in competing interests and result in delays in delivery. As a consequence, it could be considered to be a risk to actual delivery. However, the provision of an overarching strategy that encompasses the interests of all partners is very welcome and will provide a shared vision that all levels of local government for the area can embrace.

### **About you**

16. I am responding to this consultation as.....

- (Required)  An individual resident  An official representative of a business, local authority or other organisation  An elected member or MP

**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** A141/St Ives Study

**Meeting/Date:** Cabinet – 17th September 2020

**Executive Portfolio:** Strategic Planning

**Report by:** Service Manager Growth

**Wards affected:** Huntingdon East, Huntingdon North, The Stukeleys, Hemingford Grey & Houghton, St. Ives West, St. Ives South, St. Ives East, Holywell-cum-Needingworth

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### **Executive Summary:**

In April 2018, the A141 Huntingdon Capacity Study (commissioned by Cambridgeshire and Peterborough Combined Authority) and the St Ives Area Transport Study (commissioned by Cambridgeshire County Council) commenced as a joint delivery study to consider the capacity challenges in the area.

The aim of the A141 Huntingdon Transport Study and the St Ives Transport Study is to identify potential transport interventions in the vicinity of the A141 in Huntingdon and in St Ives to address existing capacity and safety problems, as well as accommodating future growth in travel demand resulting from increases in housing and employment opportunities identified in the emerging Huntingdonshire Local Plan to 2036.

The A141 Huntingdon Transport Study is funded by the Cambridge and Peterborough Combined Authority (CPCA), with power delegated to Cambridgeshire County Council (CCC) to run and manage the study through the County Council's Economy and Environment Committee.

In order to ensure the concerns of residents and businesses in the study areas were represented, a Member Steering Group (MSG) was established in March 2019. The group comprised both CCC and Huntingdonshire District Council (HDC) members, all representing the wards affected. The MSG is chaired by Cllr Fuller in his capacity as County Councillor.

In relation to the A141 element of the study the Steering Group will make recommendations to the Highways and Transport Committee, which would in turn make recommendations to the Combined Authority.

The St Ives Transport Study is funded wholly by CCC. The Steering Group will make recommendations to the CCC Highways and Transport Committee which is ultimately responsible for delivering the study.

In parallel it was agreed the Steering Group will make recommendations to Huntingdonshire District Council's Cabinet to ensure that support is obtained from all authorities.

In March 2019, the Combined Authority also approved the commissioning of a Huntingdon Third River Crossing (3RC) feasibility study to also consider how that proposal might address the capacity challenges in the area. In January 2020 the Transport and Infrastructure Committee and Combined Authority Board resolved the A141 study be extended to include the Huntingdon Third River Crossing work and a separate 3RC study no longer be pursued. Following sensitivity testing it was determined that a Third River Crossing is not required in addition to a new A141 and the detailed rationale can be found in the CPCA paper ( Appendix 1) The comparison of the Third River Crossing with the A141 bypass has shown that the A141 bypass offers greater benefits than a Third River Crossing, in particular, by supporting additional growth beyond that identified within the Huntingdon Local Plan.

On the 5th August a paper and supporting papers were taken to the CPCA Board ( Appendix 1) with the following recommendation:

*The Combined Authority Board is recommended to:*

- (a) Note the outcomes of the A141 and Huntingdon Third River Crossing Study*
- (b) Approve the drawdown of budget of £350,000 for undertaking a Strategic Outline Business Case for the A141*
- (c) Approve the drawdown of budget of £500,000 from the Subject to Approval budget within the Medium-term Financial Plan for undertaking a Strategic Outline Business Case and further develop a package of Quick Wins*

That recommendation was endorsed.

On the 15th of September a paper will be taken to CCC Highways and Transport Committee recommending support for the A141 study and next steps, approve the findings of the St. Ives Study, and approve the principle of a new Strategic Study for St. Ives. That paper is not yet in the public domain and will be made available before the meeting.

**Recommendation(s):**

The Cabinet is recommended to

- a) Endorse the results of the A141 Study**
- b) Endorse the results of the St Ives Transport Study**
- c) Approve the list of proposals identified in the St Ives study and support CCC in their submission to the Combined Authority for**

**funding, and for consultation and delivery should funding be secured**

- d) Approve the CPCA recommendation of a new dedicated strategic study for St Ives.**

## **1. PURPOSE OF THE REPORT**

- 1.1 To ensure that the road capacity in Huntingdonshire is enhanced as part of meeting the requirements of future growth. Huntingdonshire District Council endorses the outcomes of the A141 and St. Ives studies, and supports the position that a strategic study for St. Ives be undertaken by the CPCA.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 Huntingdonshire Local Plan 2036 identifies a need for 20,100 homes and 14,400 new jobs between 2011 and 2036.
- 2.2 Paragraphs 4.21 – 4.25 of the HLP2036 demonstrate support in principle for the redevelopment of Wyton Airfield, at scale, if transport challenges can be unlocked.
- 2.3 The provision of a new A141 aligns with the Prospectus for Growth (PfG) for Huntingdon (Appendix 3). The Vision set out in that document identifies North Huntingdon as a direction for growth, offering opportunities for future new homes and jobs. Ambitions for north Huntingdon are further amplified in Area Focus 3 (P26). A new A141 will separate strategic District ( and beyond) traffic from local traffic. This will enable the current A141 to be reviewed in a local context and identify growth opportunities through the plan-led system.
- 2.4 Huntingdonshire is located in the CaMkOx arc, and this proposal will ensure that residents and business in the wider geography benefit from regional investment.
- 2.5 Recognising the significant economic potential of Huntingdonshire as a result of the upgraded A14, a new A141 and transport solution for St. Ives unlocks economic opportunities for towns and villages north of the River Great Ouse by way of better access to jobs and homes. Those benefits would be realised beyond Huntingdonshire.
- 2.6 These schemes offer the ability to plan and incorporate multi-modal travel means and the digital agenda into the construction of the wider scheme to facilitate future technological advances in the automotive industry.
- 2.7 Full details of the technical background to both studies can be found in appendix 1 and appendix 2.

## **3. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES**

- 3.1 \* Supporting Growth in Market Towns and Rural Areas  
\* Promoting inward investment  
\* Facilitating the delivery of infrastructure to support housing growth.



#### **4. CONSULTATION**

- 4.1 The studies have not reached the point at which public engagement would be undertaken. As the schemes develop the CPCA and CCC, as the lead authorities, will be responsible for public consultation with support from HDC.

#### **5. RESOURCE IMPLICATIONS**

- 5.1 At this time there are no resource implications. This may need to be revisited should funding be secured and timescales for delivery are confirmed.

#### **6. LIST OF APPENDICES INCLUDED**

Appendix 1 – A141 Capacity and Third River Crossing Study (CPCA)  
Appendix 1a – Option Assessment Report Executive Summary  
Appendix 2 – A141 and St Ives Transport Study (CCC)  
Appendix 3 – Prospectus for Growth – Huntingdon.

#### **CONTACT OFFICER**

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<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.4</b>
<b>05 AUGUST 2020</b>	<b>PUBLIC REPORT</b>

**A141 HUNTINGDON CAPACITY STUDY AND THIRD RIVER CROSSING**

**1.0 PURPOSE**

1.1. To summarise the outcome of the A141 and Huntingdon Third River Crossing study, and makes recommendations for next steps.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Paul Raynes, Director of Delivery &amp; Strategy</b>
<b>Forward Plan Ref: KD2020/056</b>	<b>Key Decision: Yes</b>
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Note the outcomes of the A141 and Huntingdon Third River Crossing Study</li> <li>(b) Approve the drawdown of budget of £350,000 for undertaking a Strategic Outline Business Case for the A141</li> <li>(c) Approve the drawdown of budget of £500,000 from the Subject to Approval budget within the Medium-term Financial Plan for undertaking a Strategic Outline Business Case and further develop a package of Quick Wins</li> </ul>	<p><b>Voting arrangements</b></p> <p>Item (a) n/a</p> <p>Items (b) and (c) A vote in favour, by at least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members</p>

## **2.0 BACKGROUND**

- 2.1. In April 2018, the A141 Huntingdon Capacity Study (commissioned by Cambridgeshire and Peterborough Combined Authority) and the St Ives Area Transport Study (commissioned by Cambridgeshire County Council) commenced as a joint delivery study to consider the capacity challenges in the area.
- 2.2. In March 2019, the Combined Authority subsequently approved the commissioning of a Huntingdon Third River Crossing feasibility study to also consider how that proposal might address the capacity challenges in the area.
- 2.3. Emerging findings from the A141 Huntingdon Capacity Study and St Ives Area Transport Study suggested that they needed to take into account the wider growth issues in the Huntingdon and St Ives area. It was therefore agreed by the January 2020 Transport and Infrastructure Committee and Combined Authority Board that this work be extended to include the Huntingdon Third River Crossing work.
- 2.4. The change to the study scope meant that was necessary to compare the performance of the wider road network as a result of both schemes. The proposal for a Huntingdon Third River Crossing was therefore included within the traffic modelling and a high-level environmental desktop study for the area. The options compared included a bypass route for the A141 North of Huntingdon as well as the river crossing.

## **3.0 OUTCOMES OF THE STUDY**

### **Strategic Assessment**

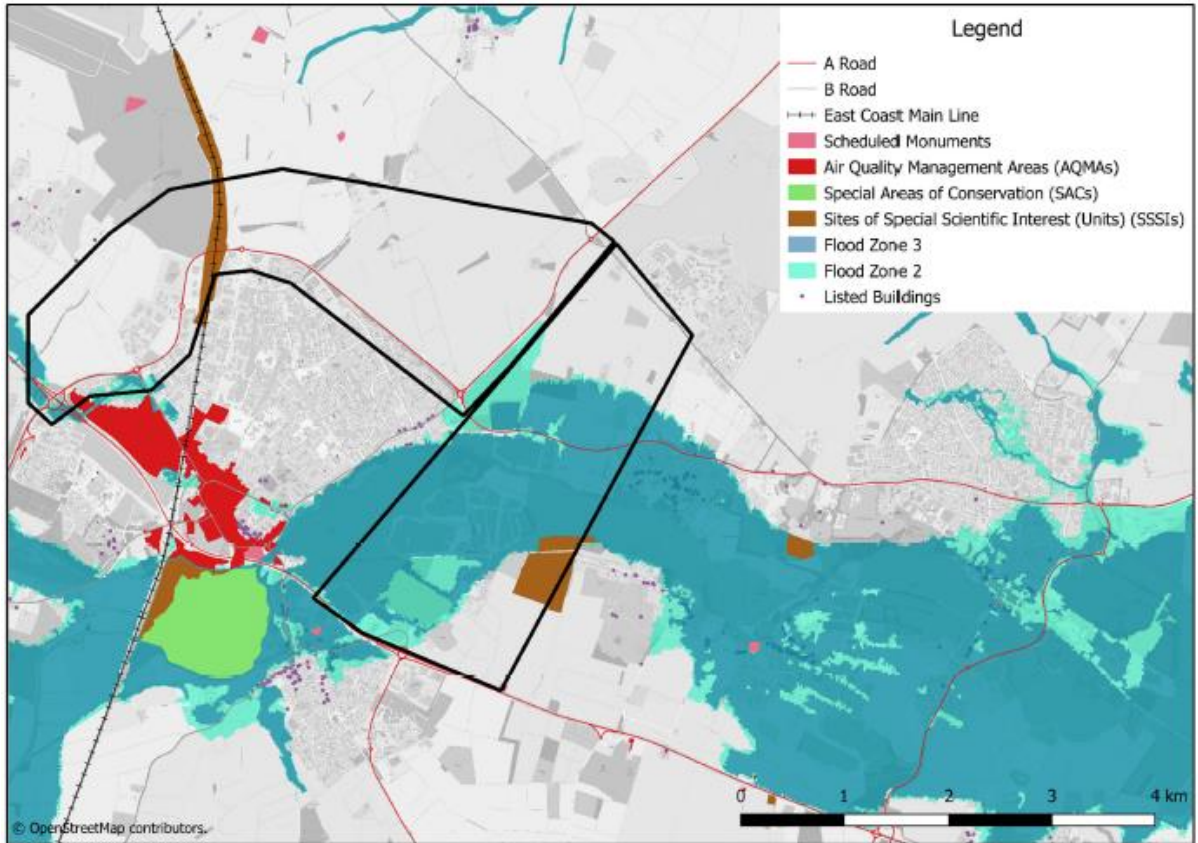
- 3.1. The comparison of the Third River Crossing with the A141 bypass has shown that the A141 bypass offers greater benefits than a Third River Crossing, in particular, by supporting additional growth beyond that identified within the Huntingdon Local Plan. The most significant benefit of the A141 bypass over a Third River Crossing is that it addresses the capacity issues along the existing A141 route, where a number of significant Local Plan development sites are located. A Third River Crossing does not.
- 3.2. Sensitivity testing was undertaken to determine if a Third River Crossing, with junction capacity improvements along the existing A141, would address the capacity issues and support additional growth. The sensitivity test concluded that significant capacity issues would still remain along the A141, with many junctions being at, or over capacity. The test also demonstrated that any capacity improvement along the A141 would draw more trips away from a Third River Crossing, reducing the benefits from that scheme. This confirmed that an A141 bypass would be preferable.
- 3.3. A final test considering a Third River Crossing along with an A141 bypass was also undertaken to understand if delivering both options together could support additional growth over and above the Huntingdon Local Plan. This concluded that the combination of a Third River Crossing and the A141 bypass did not

provide any significant improvement beyond delivery of the A141 bypass alone, and network-wide junction capacity issues remained.

- 3.4. The strategic assessment for the A141 offline by-pass identified the potential to support an additional 6,750 dwellings in the region, 4,500 dwellings at Wyton Airfield and 2,250 at Land North of Huntingdon.
- 3.5. However, the assessment found that it was not possible to support additional growth to the east of St Ives, for example at Gifford's Park, due to wider network capacity issues, especially at the A1123 / B1040 / A1096 Junction and along the A1096 Harrison Way. Further investigation is therefore needed to identify a strategic intervention to deliver wider growth aspirations and bring significant improvement to St Ives.

#### **Environmental Desktop Study**

- 3.6. A high-level Environmental Assessment has been undertaken to identify the key issues associated with delivering a Third River Crossing between Huntingdon and St Ives. The assessment has also considered the broad area through which the A141 bypass, would pass, to enable a comparison of the environmental factors relating to the two options.
- 3.7. The assessment considered the following environmental factors:
  - Air Quality
  - Cultural Heritage
  - Ecology and Wildlife
  - Landscape
  - Noise
  - Water Environment.
- 3.8. **Figure 1** below, provides an overview plan showing the key environmental factors identified within the assessment, with the approximate area of a Third River Crossing and A141 bypass outlined in black.
- 3.9. The figure shows that the main environmental concerns identified immediately within the Third River Crossing and A141 bypass search areas which are Flood Risk and Sites of Special Scientific Interest (SSSI). In addition flood risk is far more prevalent within the Third River Crossing area, and much of the land is situated within Flood Risk Zone 2 and 3, which would pose a significant challenge to the deliverability of a Third River Crossing within this area.
- 3.10. There are also a total of six SSSI's within the potential alignment area for a Third River Crossing which could potentially affect the alignment of a Third River Crossing. There is a single SSSI within the A141 bypass search area which runs north / south along the embankments of the East Coast Main Line. A bypass in this location would require a highway bridge over the railway line, which would take the road clear of the SSSI within the embankments, although mitigation would still be required.



**Figure 1: Overview Plan of Environmental Sensitive Locations**

3.11. In conclusion, the evidence demonstrates that a A141 bypass is the better performing option for addressing current and future capacity issues and enabling growth, and has the least environmental impacts.

**4.0 NEXT STEPS**

4.1. The study provides the evidence for proceeding to develop a pair of Strategic Outline Business (SOBC) documents, one for the A141 bypass and one for capacity improvements at St Ives as well as a package of Quick Wins. The medium term financial plan (MTFP) provided a budget for further work to follow up on the A141 study which is adequate to fund these business cases.

4.2. Procurement will commence upon agreement by the Combined Authority Board. It is currently envisaged that it would require approximately seven to eight weeks to appoint suitable suppliers.

4.3. The expected programme to complete both the SOBC is programmed to take between six to eight months. In line with the approach we have taken in other cases, the SOBC programme will build in engagement with the public and with businesses that depend on the new infrastructure coming forward.

**5.0 FINANCIAL IMPLICATIONS**

5.1. The amended MTFP provides £0.5 million of capital in 2020-21 and £1 million of capital in 2021-22 to follow up on the A141 study.

- 5.2. Our most up to date estimate is that a SOBC for the A141 bypass will cost £350,000 and for St Ives £500,000. The latter will be subject to programme and costings developed by Cambridgeshire County Council.
- 5.3. Experience with the A10 project suggests that rapid progress can be made at SOBC stage through in-house procurement, although that approach requires such expenditure to be scored as revenue rather than capital. Officers have identified revenue savings sufficient to fund the A141 SOBC work. It is therefore recommended that the A141 SOBC be funded from revenue and procurement carried out directly by the Combined Authority.
- 5.4. The St Ives SOBC will be funded through a capital grant to Cambridgeshire County Council, which will then procure contractors. The package of Quick Wins programme and costs will be developed further and brought back to the Combined Authority Committee and Board for approval.

## 6.0 LEGAL IMPLICATIONS

- 6.1. There are no legal implications in relation to the recommendations.

## 7.0 OTHER SIGNIFICANT IMPLICATIONS

- 7.1. No significant implications have been identified at this stage.

## 8.0 APPENDICES

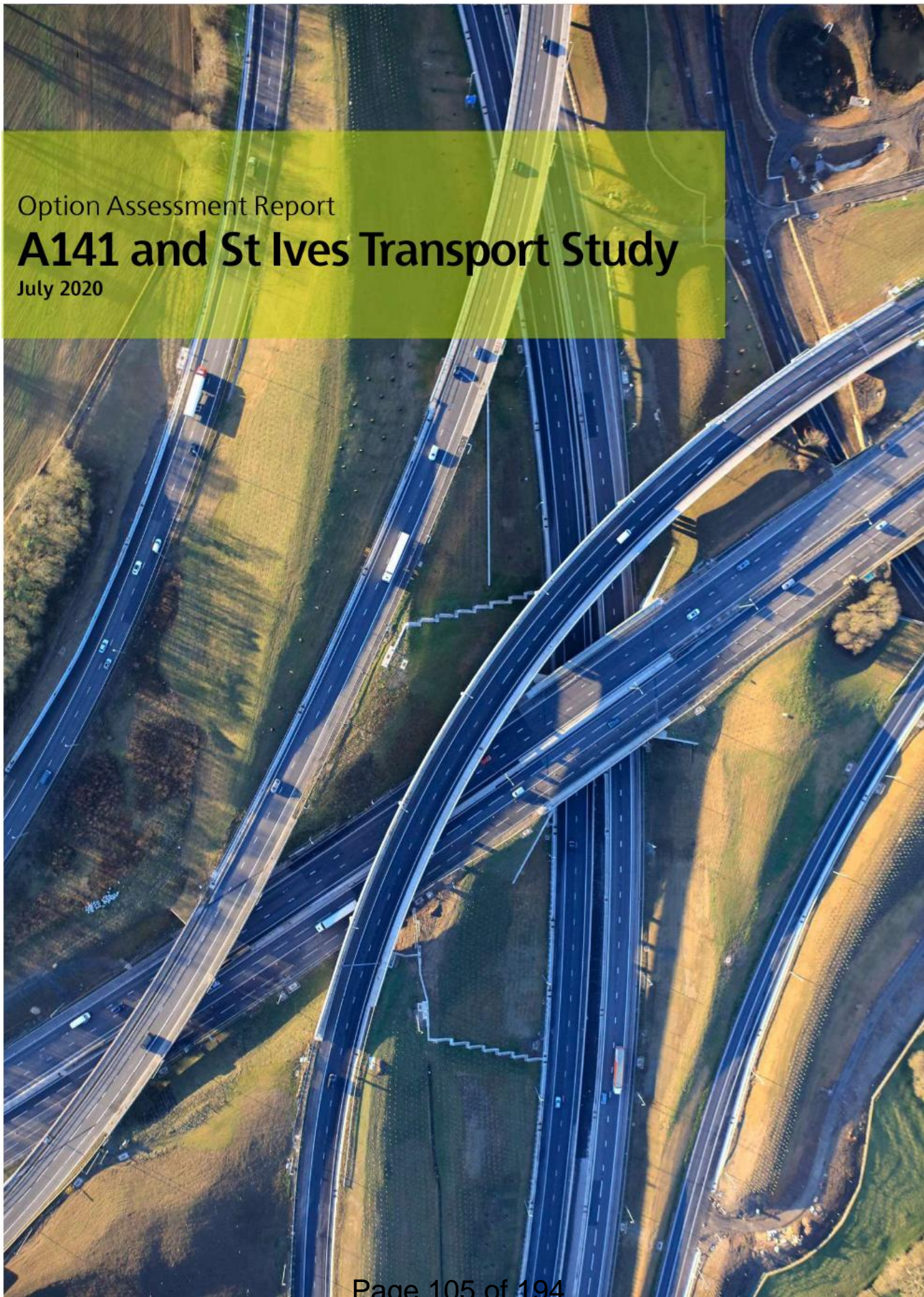
- 8.1. Appendix 1 – A141 and St Ives Transport Studies – Option Assessment report Executive Summary
- 8.2. The full Option Assessment report is available to view at:

<https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/a141-board-papers/>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
1: March 2018 Combined Authority Board Paper	<a href="#">1: March Board Paper</a>
2: January 2020 Combined Authority Transport and Infrastructure Committee Paper	<a href="#">2: Huntingdon Transport Strategic Study T&amp;I Paper</a>

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Option Assessment Report

# A141 and St Ives Transport Study

July 2020



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## Glossary

Term	Definition
AADF	Annual Average Daily Flow
ANPR	Automatic Number Plate Recognition
ATC	Automatic Traffic Count
CCC	Cambridgeshire County Council
CPCA	Cambridgeshire and Peterborough Combined Authority
CSRM2	Cambridgeshire Sub Regional Model
DfT	Department for Transport
DM	Do Minimum (Traffic Model)
DS	Do Something (Traffic Model)
HDC	Huntingdonshire District Council
HLP	Huntingdonshire's Local Plan to 2036
IP	Inter Peak
LTP	The Cambridgeshire and Peterborough Local Transport Plan (2020)
MCTC	Manual Classified Turning Count
OAR	Options Assessment Report
PCUs	Passenger Car Units
RFC	Ratio of Flow to Capacity
SIHM	St Ives and Huntingdon Model
SLA	Select Link Analysis
V/C	Volume to Capacity Ratio

## Executive Summary

### Introduction

The A141 and St Ives Transport Studies Options Assessment Report (OAR) documents the work undertaken to develop and assess a range of potential improvement options for the A141 Huntingdon, and St Ives Town Centre.

The OAR is the final report within Stage 1 of the A141 and St Ives Transport Studies, and concludes the technical work undertaken to prepare packages of schemes for this stage of the studies.

Following this OAR, Stage 2 will involve further assessment and design of the best performing options, as identified through the OAR process. Stage 2 of the A141 and St Ives Transport Studies will follow the Department for Transport's (DfT) three-phase decision making approach for major investment decisions, starting with a Strategic Outline Business Case (SOBC).

### Purpose of A141 and St Ives Transport Studies

The purpose of the A141 and the St Ives Transport Studies is to identify transport interventions to:

- Address existing congestion and capacity constraints along the A141, and the St Ives road networks
- Mitigate the traffic impact of additional future growth, beyond the HLP
- Restrict through traffic in St Ives Town Centre
- Improve bus service reliability through St Ives.

The A141 and St Ives Transport Studies areas are shown in Figure 1 below. The A141 portion of the study area includes all A141 junctions and links east of the A141 / A1307 Junction (Spittals Interchange) through to the B1090 Sawtry Way. The St Ives portion of the study area includes the main junctions on the A1123, and A1096 through St Ives, plus the town centre through routes.



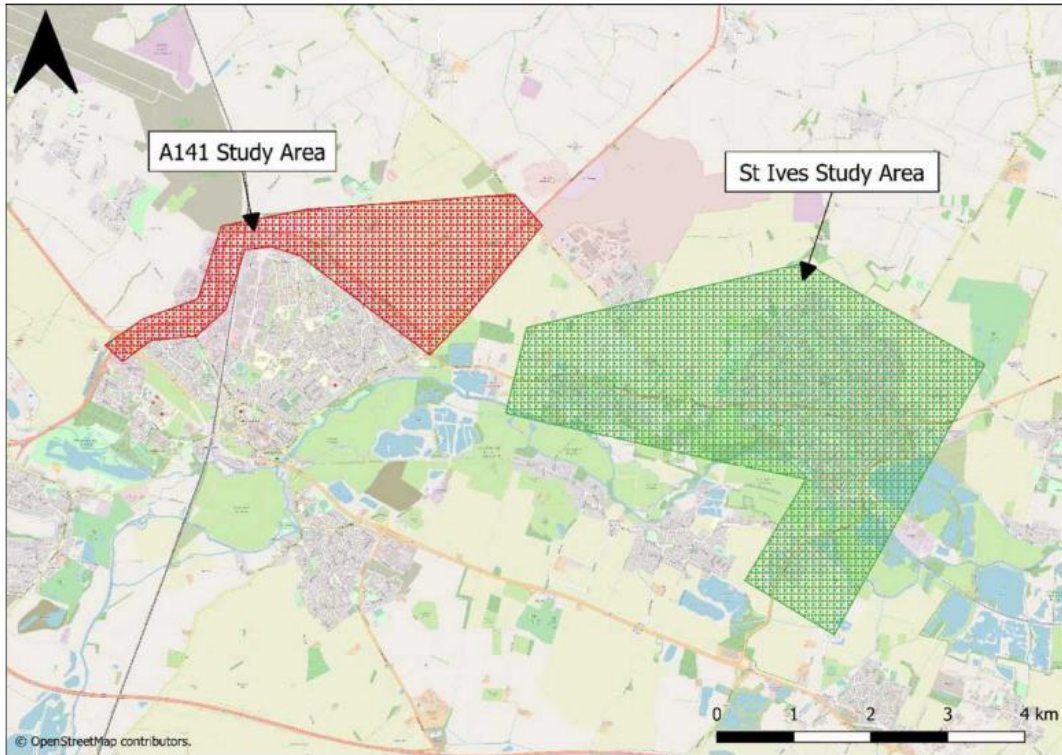


Figure 1: The A141 Huntingdon and St Ives Transport Study Areas

The proximity and interconnectivity of the A141 and the St Ives transport network required the impact of interventions to be considered across both study areas. This approach is reflected by the coordinated project delivery and joint modelling platform used to development and assess highway improvement options for both the A141 and St Ives.

### Existing and Future Conditions

A summary of the existing and future network conditions across the study areas provides an evidence base for why highway improvement schemes for the A141 and St Ives are required.

Existing conditions on the A141 in Huntingdon and St Ives prior to the opening of the Huntingdon Southern Bypass (HSB) in December 2019, and the completion of the A14 scheme in May 2020, reflect pre-COVID-19 travel patterns. The key issues discussed in these sections include traffic growth, congestion and over capacity junctions on the A141 in Huntingdon and congestion, through traffic in St Ives Town Centre, and the detrimental effects of traffic on local bus routes. These issues highlight the present cases for change on the A141 and in St Ives.

Peak period traffic congestion affects the main road network around Huntingdon, with the A141 north of Huntingdon, the A1123 and A1096 in St Ives, experiencing congestion in both the AM and PM peak hours.

Prior to commencement of the SOBC further assessment of the existing conditions in the study area will need to be undertaken to reflect the changing travel demand and traffic conditions as a result of the opening of the HSB, the completion of the A14 scheme in May 2020, and the implications of the Coronavirus pandemic.

### Future Conditions

The increase in travel demand as a result of the planned housing and employment growth within the adopted HLP will place additional pressure on the local road network, particularly around the A141 to the north of Huntingdon.

The CSRM2 strategic transport model was used to forecast traffic conditions in 2036, incorporating housing and employment growth from the HLP, and shows that this is expected to result in:

- A 30% growth in traffic across the Cambridgeshire network
- A 33% increase in vehicles during the AM peak hour on the A141, A1123, A1096 Harrison Way, B1090 Sawtry Way and B1040 Somersham Road
- A 29% increase in vehicles during the PM peak hour on the A141, A1123, A1096, B1090 and Somersham Road, with the biggest increases on B1090 Sawtry Way (southbound) and A1096 Harrison Way (southbound) links
- Five (out of seventeen) (29%) junctions in the study area will be approaching capacity or over capacity in the AM peak hour in 2036.
- Eight (47%) junctions in the study area will be approaching capacity or over capacity in the PM peak hour in 2036
- Journey times during the AM and PM peak hours are forecasted to increase on most sections of the A1096 Harrison Way, Ramsey Road, A1123, B1514 Hartford Road, St Peters Road and A141. Specifically:
  - In the AM peak, journey times will be over 50% higher on the B1514 Hartford Road.
  - In the PM peak, journey times will more than double on the A1096 northbound and the B1514 in both directions, and will be over 50% higher on St Peters Road southbound.

The future forecasts highlight the need for investment in highway infrastructure in order to address existing issues in Huntingdon and St Ives, and to provide further capacity for growth beyond the HLP.

The Huntingdonshire Strategic Transport Study, 2017 (HSTS) identified a package of measures throughout the study area to mitigate the impact of the HLP growth. This study considers mitigation above that already identified within the HSTS to support the HLP growth.

Assessment Process

This OAR forms part of a suite of outputs from the A141 and St Ives Transport Studies, and is the final report within Stage 1 of the studies, as shown in Figure 2 below.

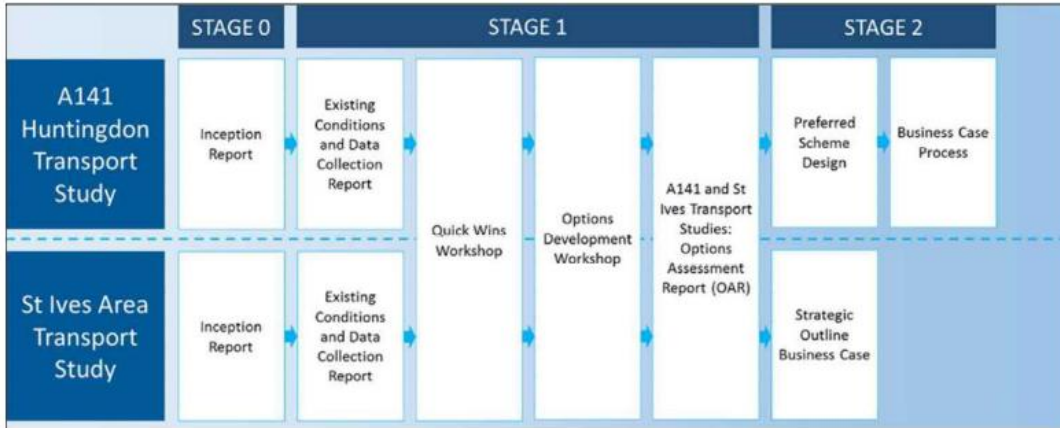


Figure 2: Stages and Key Outputs of the A141 and St Ives Transport Studies

The assessment process used to identify emerging options for the A141, and St Ives Transport Studies, has been delivered in four sequential stages, with each stage informing the next, leading to the identification of a best performing option, or package of options. The four assessment stages are:

- Option Development
- Strategic Assessment
- Operational Assessment
- Assessment of a Third River Crossing (between Huntingdon and St Ives).

Each of these are discussed and summarised in turn below.

Option Development

The Option Development process was informed by data analysis, site visits, and engagement with key stakeholders. Option Development workshops were held and attended by stakeholders from various transport, planning and engineering disciplines, with delegates representing:

- Cambridgeshire County Council
- Huntingdonshire District Council
- Skanska / Capita.

The Cambridgeshire and Peterborough Combined Authority (CPCA) were also invited to the Option Development Workshop, but were unable to attend.

Options for each of the key junctions and links were identified, discussed and developed with delegates sharing knowledge and challenging option development on technical and delivery grounds.

The Option Development process identified a shortlist of five options for the A141, including:

- Option 1: Local Improvements (Two lane junction entry / exits on existing A141)
- Option 2: Signalisation of Existing A141 Junctions
- Option 3: Online Dualling of Existing A141
- Option 4: Offline Single Carriageway Bypass
- Option 5: Offline Dual Carriageway Bypass.

These options were then assessed in the Strategic Assessment, to identify a best performing option.

The process of developing options for the St Ives network ran in conjunction with the assessment and identification of the preferred A141 option. The St Ives options development focussed on identifying measures to ease congestion on the A1123 and the A1096, mitigate the impact of an emerging A141 strategic solution, and reduce through traffic in St Ives Town Centre. The options identified are shown below in Table 1.

Table 1: Options Identified

Options	Description
Mitigate congestion on A1123/A1096	Assess signalisation and two-lane entry / exits at the A1123 / A1096 roundabout.
	Review signal phasing at A1123 junctions with Ramsey Road junction and Hill Rise.
Restricting Through Traffic in St Ives Town Centre	Bus gate on East Street.
	Traffic calming measures on through routes in town centre.
	Restricting through traffic movements in St Ives town centre (except for buses and emergency services)
	Restricting turning movements into Needingworth Road, Pig Lane or Ramsey Road.
Improving Town Centre Accessibility	Change junction priority: Ramsey Road / North Road.
	Change junction priority: Globe Place / West Street / East Street.
	Change junction priority: North Road / Broad Leas / Globe Place.

Three quick wins were identified for St Ives to support the development of schemes to improve town centre access for buses and visitors. These were:

- Town Centre Parking Review – completed in spring 2020
- Bus Service Accessibility Review – completed in spring 2020
- Pedestrian and Cycling Wayfinding Audit – completed in spring 2020.

## Strategic Assessment Summary

The Strategic Assessment has been conducted in four distinct phases, using CSRM2. These phases are:

- Phase 1: To assess the five shortlisted options for the A141 improvements (as discussed in Chapter 3), and to identify the best performing option
- Phase 2: To further consider Option 4 and Option 5, which were identified as the two performing options from Phase 1, to determine which to progress
- Phase 3: To further refine the best performing option, and define its key characteristics
- Phase 4: To consider the ability of the best performing option to support additional growth beyond that identified in the HLP, including a High Growth (HG) and High Growth Plus (HG+) scenario.

### Phase 1: Assessment of Five Shortlisted Options

Phase 1 of the assessment compared the five shortlisted A141 options and identified that Option 4 (offline single carriageway bypass) and Option 5 (offline dual carriageway bypass) offered the greatest level of benefit, and did the most to address congestion and delay along the existing A141. This is because both would provide significant reductions in traffic along the existing A141, improving junction capacity along the route.

### Phase 2: Further Assessment of Option 4 and Option 5

A comparison of Option 4 and Option 5 was then undertaken, and considered performance, construction cost and land requirements. The marginal performance benefits provided by Option 5, were not considered to outweigh the additional costs associated with construction, and the additional land required for the dual carriageway bypass, when compared to a single carriageway bypass. As a result of this, Option 4 was progressed as the best performing option.

### Phase 3: Further Refinement of Option 4

Further refinement of Option 4 identified that the bypass should connect with the Junction A (A141 / A1307, Spittals Interchange) in the west via a roundabout which also provides direct access to Spittals Way. To the east, the assessment determined that the new bypass should connect to the existing A141 via an upgraded roundabout at Junction G (A141 / B1090 Sawtry Way, Wyton Roundabout).

The further refinement of Option 4 concluded that the bypass should have at-grade, rather than grade separated junctions at three intermediate points (Ermine Street, Huntingdon Road and Kings Ripton Road).

Consideration of the impact of the bypass on the wider network identified that mitigation measures would be required at several junctions along the A1123 through St Ives.

#### Phase 4: Additional Growth Assessment

The final phase of the Strategic Assessment considered how the new A141 bypass would perform in the HG, and HG+ scenarios. These growth scenarios consist of:

- **High Growth**, consisting of:
  - 4,500 dwellings at Wyton Airfield (north east of Huntingdon), and
  - 2,200 dwellings at Gifford's Park (to the east of St Ives).
- **High Growth Plus**, consisting of:
  - 4,500 dwellings at Wyton Airfield (north east of Huntingdon)
  - 2,200 dwellings at Gifford's Park (to the east of St Ives), and
  - 4,500 dwellings to the north of Huntingdon.

The assessment concluded that Option 4 could support the additional growth identified in the HG scenario with mitigation measures provided at Junction M (A1123 / B1040 / A1096) and Junction V (B1514 Main Street / Desborough Road).

Assessment of the HG+ scenario indicated that multiple junctions within the model network would be at, or over capacity with the additional growth at Land North of Huntingdon, and that Option 4 would struggle to support this level of growth. Further testing has been undertaken to confirm this, and consider the mitigation needed in detail and to confirm the level of development that could be accommodated by the best performing option.

#### Operational Assessment Summary

The Operational Assessment used the Paramics Discovery based St Ives and Huntingdon Model (SIHM) to undertake a series of sequential tests to determine the effectiveness of interventions to reduce through trips in St Ives Town Centre, and how effectively Option 4, in conjunction with local junction improvement measures, could support the additional growth contained within the HG and HG+ scenarios.

The Operational Assessment was undertaken in the following four phases:

- Phase 1: Consider interventions to improve traffic conditions in St Ives, and reduce through trips from the town centre
- Phase 2: Consider the ability of Option 4, in conjunction with local junction improvements, to support additional growth at Wyton Airfield
- Phase 3: Consider the ability of Option 4, in conjunction with local junction improvements, to support additional growth at Gifford's Park (building upon the previous phase)
- Phase 4: Consider the ability of Option 4, in conjunction with local junction improvements, to support additional growth North of Huntingdon (building upon the previous phase).

**Note:** that all of these assessments assumed that the mitigations identified in the HSTS (to support the HLP growth) were already in place.

#### Phase 1: St Ives Town Centre

The first phase of assessment considered the potential for different interventions to improve traffic conditions in St Ives Town Centre, and reduce through trips. Interventions assessed included a series of speed reduction zones and bus gate features, as well as priority changes and movement restrictions.

The assessment has shown that the introduction of a 20 mph zone was the best performing option as it reduced a moderate number of through trips, without significantly compromising the surrounding road network, and had a positive impact on bus journey times.

Supplementing the 20 mph zone with the signalisation of the western roundabout at Junction M (A1123 / B1040) mitigates the impact of displaced traffic on the surrounding road network, and even offers an improvement at this junction over the base scenario. A right turn ban out of Needingworth Road onto the A1123 should also be incorporated into this package to remove delay from Needingworth Road and further reduce the proportion of through trips using this route.

Signalisation of the junction offers a benefit during both peak hours, and input from a traffic signal specialist would further optimise the performance of the junction.

Both the introduction of two bus gates and a 10 mph zone resulted in the greatest reduction in through trips (as the through route is severed by the bus gates), however the diverted trips cause significant congestion and many of the surrounding junctions are expected to go over capacity, with a large increase in bus journey times in both peak hours to an extent that cannot be mitigated by localised improvements.

The one bus gate intervention had a limited impact on the surrounding network, which was partially offset by traffic signal amendments at Junction L (A1123 Houghton Road / Ramsey Road) and offered a marginal eastbound bus journey time benefit in the AM peak hour, however it was counterproductive and encouraged an increase in through trips in the town centre.

Based on the assessment described above, the following package of measures is considered to offer the most benefit to St Ives Town Centre.

- Reduce town centre speeds to 20 mph, most likely through physical measures such as traffic calming
- Signalisation of the western half of Junction M (A1123 / B1040)
- Ban the right turn movement from Needingworth Road onto the A1123
- Priority Changes at:
  - Ramsey Road / North Road
  - North Road / Globe Place / Broad Leas
  - Globe Place / East Street.

Phase 2: Additional Growth at Wyton Airfield

Phase 2 of the Operational Assessment considered the impact of the additional growth at Wyton Airfield within the context of the new bypass. This assessment demonstrated that it is possible to mitigate the impact of the Wyton Airfield growth on junction performance within the study area to nil detriment, or close to nil detriment, with a series of local junction improvements at the following locations.

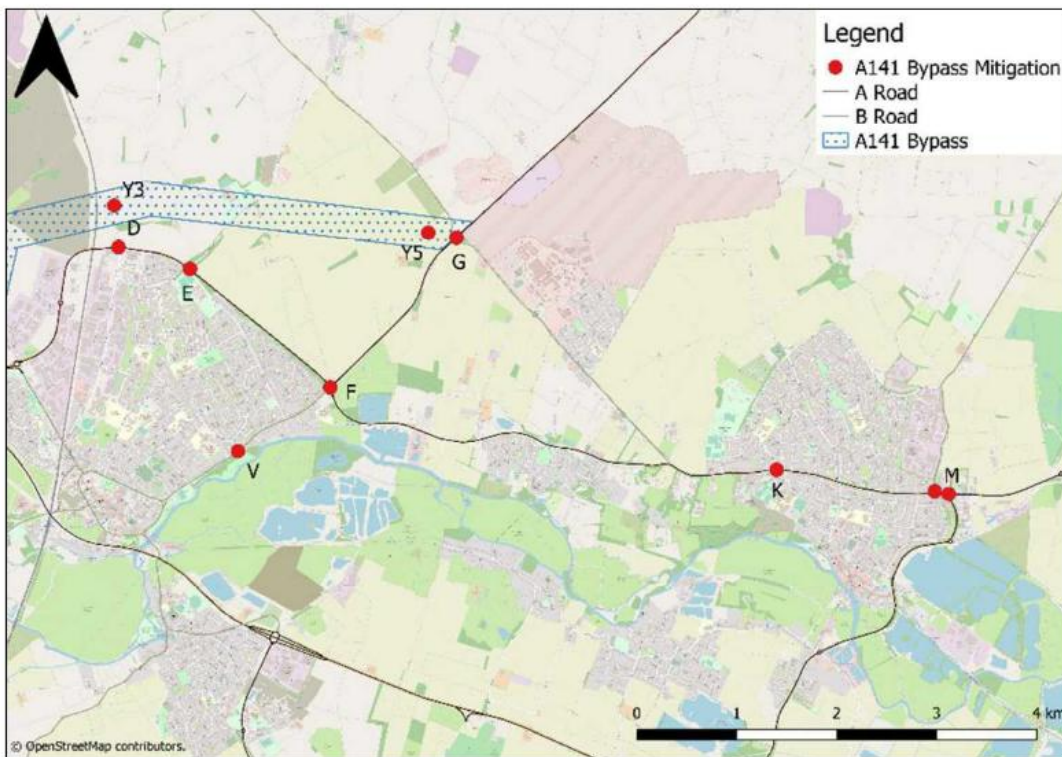


Figure 3: Local Junction Improvements to Support Additional Growth at Wyton Airfield



### Phase 3: Additional growth at Gifford's Park

Phase 3 considered whether additional growth at Gifford's Park could be supported by Option 4.

The analysis shows that, due to the scale of the impact of Gifford's Park on junctions throughout St Ives, and specifically at Junction M (A1123 / B1040 Somersham Road / A1096 Harrison Way), it is not considered possible to deliver the additional growth at Giffords Park with localised junction improvements alone. This would instead require a more strategic intervention.

A sensitivity test was undertaken, which applied 10% of the Gifford's Park demand. This test confirmed that the obstacle to delivering this growth was network constraints, and not the scale of growth at Gifford's Park.

The volume of additional traffic attempting to pass through Junction M significantly increases delay at this junction, and a more significant strategic scheme is required to unlock the growth in St Ives, and to provide alternative access routes onto the surrounding road network for development traffic.

### Phase 4 Summary

Phase 4 has assessed the level of additional growth that can be supported at Land North of Huntingdon through a series of incremental tests.

The results show that junction performance begins to deteriorate most notably between scenarios with 40% and 60% growth during the AM peak hour. This suggests that the network could support somewhere in the region of 2,250 additional dwellings to the north of Huntingdon in addition to 4500 dwellings at Wyton Airfield, without the need for further significant improvements. Conditions were generally better in the PM peak hour, however the scale of growth is limited by network capacity in the AM peak hour.

### Scale of Growth Supported by Option 4

The Operational Assessment has identified that Option 4 (offline single carriageway bypass), in conjunction with local junction improvements throughout the study area, could potentially support a total of 6,750 dwellings beyond those identified in the HLP. In this assessment, this consisted of 4,500 dwellings at Wyton Airfield, and approximately 2,250 dwellings additional dwellings to the North of Huntingdon.

Any growth at Gifford's Park would require a new strategic intervention looking at options for St Ives, which should be considered further as part of a Strategic Outline Business Case for St Ives.

Third River Crossing Summary

In January 2020, the CPCA approved an increased scope for the A141 Huntingdon Transport Study to include the assessment of a Third River Crossing over the River Great Ouse between Huntingdon and St Ives.

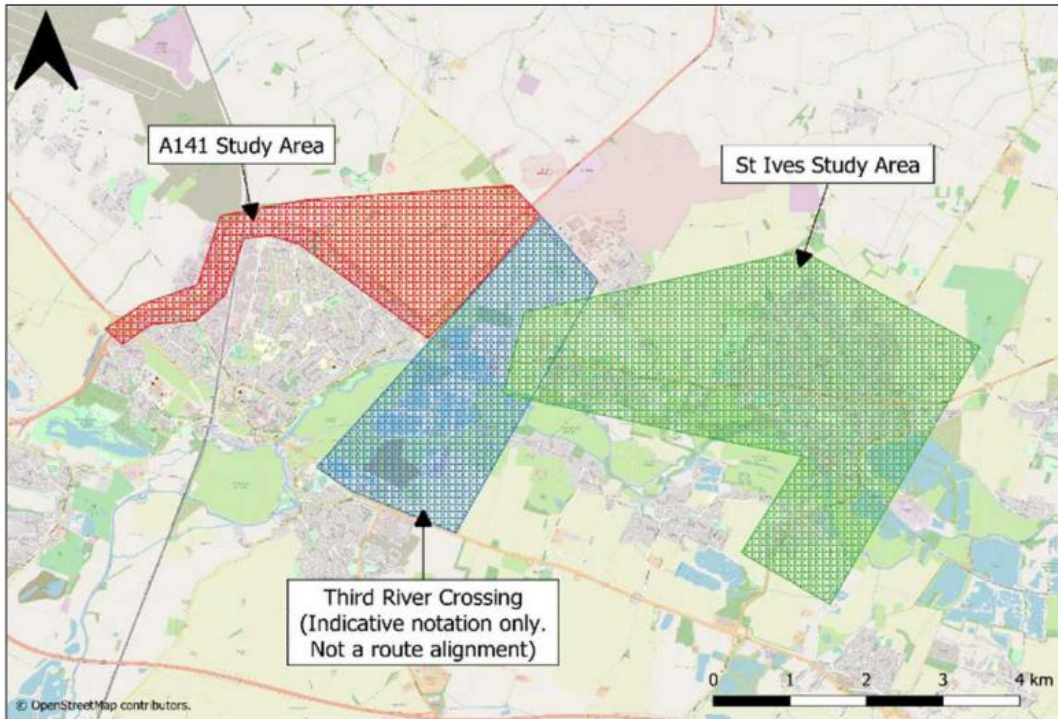


Figure 2: Third River Crossing Study Area Relative to the A141 Huntingdon and St Ives Transport Study Areas

This OAR sets out the transport modelling and environmental assessment that has been undertaken to compare the performance of a Third River Crossing between Huntingdon and St Ives, against the best performing A141 option, in its ability to deliver additional growth.

The comparison of a Third River Crossing with the A141 bypass has been undertaken using Strategic Modelling, and has shown that the A141 bypass offers greater benefit in delivering additional growth beyond that identified within the HLP. The most significant benefit of the A141 bypass over a Third River Crossing is that it addresses the capacity issues along the existing A141 route, which the Third River Crossing does not.

The provision of a Third River Crossing would not facilitate the additional development North of Huntingdon (HG+ scenario), as additional capacity along the A141 would be required which the Third River Crossing would not create. A test to see if providing additional capacity on junctions along the A141 between Junction A (A141 / A1307, Spittals Interchange) and Junction F (A141 / A1123 / B1514, BP Roundabout), showed that it had little impact on junction capacity along the route.

An assessment of the benefit of delivering both a Third River Crossing and an A141 bypass shows that this offers marginal benefit over delivering the A141 bypass on its own, and network wide junction capacity issues still remain in the HG+ scenario.

The Third River Crossing assessment has identified that the A141 bypass is the better performing option in transport terms for enabling additional growth (beyond HLP) and has the least environmental impact. The A141 option (Option 4) should be progressed instead of a Third River Crossing between Huntingdon and St Ives.

### Conclusion and Next Steps

This OAR has identified that the best performing A141 option is Option 4, an offline single carriageway bypass, with at-grade junctions, between Junction A (A141 / A1307, Spittals Interchange), and Junction G (A141 / B1090, Wyton Roundabout).

The assessment has identified that this option, in conjunction with a series of local junction improvements within the study area, has the potential to support an additional 6,750 dwellings beyond those already identified within the HLP. This includes 4,500 dwellings at Wyton Airfield, and 2,250 additional dwellings North of Huntingdon.

This option was compared to a Third River Crossing between Huntingdon and St Ives, to determine which had the most potential to support additional growth beyond that identified in the HLP. The assessment considered transport performance, affordability and existing environmental factors, and confirmed that Option 4 was the better performing of the two options, and should be progressed over a Third River Crossing between Huntingdon and St Ives.

The study has also identified a package of improvement measures for St Ives Town Centre, including the introduction of a 20mph zone, a right turn ban from Needingworth Road onto the A1123, and signalisation of the A1123 / B1040 Junction. This will reduce through trips in the town centre, improve bus journey times and mitigate the impact of displaced traffic from the town centre, on junctions along the A1123.

The assessment identified that it was not possible to support additional growth at Gifford's Park with localised improvements alone, due to network capacity issues, especially at Junction M (A1123 / B1040 / A1096 Junction) and along the A1096 Harrison Way. Consequently further investigation needs to be undertaken to identify a strategic intervention to bring significant improvement to St Ives and enable the delivery of additional growth in St Ives.

The next stage for both the A141 and St Ives Transport Studies, is to produce a Strategic Outline Business Case to further define the design and feasibility of Option 4 for the A141, and a strategic intervention for St Ives.

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**A141 & ST IVES TRANSPORT STUDY**

**To:** Highways & Transport Committee

**Meeting Date:** 15<sup>th</sup> September 2020

**From:** Steve Cox, Executive Director, Place and Economy.

**Electoral division(s):** Huntingdon West, Huntingdon North and Hartford, St Ives North and Wyton, St Ives South and Needingworth, The Hemingfords and Fenstanton, Godmanchester and Huntingdon South.

**Forward Plan ref:** Not applicable      **Key decision:** No

**Outcome:** Report the results of the A141 & St Ives Transport Study to Committee.

**Recommendation:**

- a) Endorse the results of the A141 and St Ives Transport Study as set out in section 2 of the report.
- b) Approve the list of proposals identified in the St Ives study set out in paragraphs 2.6 and 2.7 for submission to the Combined Authority for funding, and for consultation and delivery should funding be secured.
- c) Approve the new strategic study for St Ives providing funding for it is made available and a suitable funding agreement with the Combined Authority is agreed.

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## **1. BACKGROUND**

- 1.1 The A141 & St Ives Transport Studies commenced in May 2018. The studies have now concluded and have produced a comprehensive assessment of current and future transport issues for the area, summarised in an Options Assessment Report (OAR). The St Ives Transport Study was funded by Cambridgeshire County Council (CCC) via Scheme Development funding, with the A141 Transport Study funded by the Cambridgeshire and Peterborough Combined Authority (CPCA). The work aimed to develop and assess a range of potential improvement options for the A141 Huntingdon, and St Ives Town Centre and the results are so closely linked that they have been reported together.
- 1.2 The Economy and Environment Committee in February 2018, approved the commencement of the work and provided recommendations for the Members on the Member Steering Group (MSG). These Members on the MSG are listed in Appendix A. Technical work has been commissioned from Skanska and carried out with management by officers, and oversight by eight MSG meetings. Within the project team there has been close collaboration between Huntingdonshire District Council (HDC), CCC, and CPCA officers. The work has seen the production of a transport model for the area, and the production of a robust evidence base to inform transport planning, local plan development, and the assessment of proposals in this area.
- 1.3 The A141 Transport Study has considered a range of interventions that would provide the most benefit for accommodating additional growth beyond that already identified within the Huntingdonshire Local Plan to 2036. A key intervention identified through the work has been a need for major investment in a new outer alignment for the A141 instead of more limited interventions at the existing junctions. It has also tested options against a proposed Third River Crossing between Huntingdon and St Ives.
- 1.4 The St Ives Transport Study has proposed a package of interventions, along with a number of 'quick win' proposals that can be delivered more easily, but also established the case for further study work to look at a larger, more strategic solution to ease the existing situation on the A1123 and facilitate further growth in St Ives over that already in the adopted Local Plan.
- 1.5 The A141 Study, as a CPCA funded project was reported to the Combined Authority Board in August 2020, with a recommendation to release further funding to undertake more study work and scheme development in this area, and take forward the strategic recommendations of both Studies. This report provides a brief summary of the A141 Study, and a more detailed report on the St Ives Study.

## **2. MAIN ISSUES**

- 2.1 The objective for A141 Transport Study was to identify a range of potential transport interventions on the A141 corridor between the Spittal's Way and Ermine Way junction and

the Sawtry Way (B1090) junction, principally to provide capacity in the corridor for future growth beyond that identified in the adopted Huntingdonshire Local Plan to 2036 and to unlock development sites.

2.2 A range of interventions were considered:

- Option 1 local junction improvements on the existing A141 (two-lane entry and exits on all junctions)
- Option 2 signalisation of existing A141 junctions
- Option 3 online dualling of the existing A141
- Option 4 offline single carriageway bypass
- Option 5 offline dual carriageway bypass.

2.3 The studies used information from bespoke runs of two transport modelling tools. This comprised of the strategic transport model for the whole area, the Cambridge Sub-Regional Model (CSRM2), and also a Paramics micro-simulation model covering Huntingdon and St Ives, which provides an assessment of network performance in more detail.

2.4 The assessment of the A141 demonstrated that major investment in a new, strategic road link located along a similar alignment to that identified in the Long Term Transport Strategy would be required, and would deliver sufficient benefits to warrant further investment in the refinement and development of such a scheme. This would be a significant project and would need to proceed through the Department for Transport's (DfT) Business Case process as well as requiring consultation and completion of the appropriate consents processes. Funding for the next stage of work has been agreed by the Combined Authority, who will lead the development of a Strategic Outline Business Case for this scheme. More details on this can be found in the report to CPCA Board in August 2020.

2.4 The main objectives for the St Ives Transport Study were to examine options for reducing existing congestion on the main A1123 and A1096 corridors in the area and to reduce unwanted through traffic on the roads in St Ives town centre. Consideration was also given to improving bus journey times through the town centre.

2.5 The modelling undertaken builds on the transport evidence that supports the adopted local plan and indicates that there are several junctions along both the A1123 and A1096 that are operating at capacity with the introduction of the planned growth in the adopted Huntingdonshire Local Plan. This existing congestion leads to high volumes of through traffic using the roads in the Town Centre as an alternative to the A1123 and A1096. The scope for mitigation at these junctions has been investigated and it has been established that there is very little that can be done within the existing highway boundary over and above that secured for the development set out in the adopted local plan. The modelling undertaken in support of the A141 and St Ives transport studies indicates that in order to facilitate additional development in St Ives over and above that in the adopted local plan

there needs to be a wider strategic study to investigate traffic movements in St Ives with a view to putting forward a more strategic solution to the existing issues.

- 2.6 The St Ives study considered and tested a range of options, including cycling and walking improvements along with junction improvements and alterations to the current road layout along the key A1123 and A1096 corridors, and on roads connecting those corridors through St Ives town centre. The key recommendations for implementation are:
- Introduction of a 20mph speed limit across St Ives Town Centre
  - A right-turn ban for all traffic from Needingworth Road onto A1123 St Audrey Lane
  - Replacing the roundabout at the A1123 St Audrey Lane / B1040 Somersham Road junction with traffic signals
  - Changing priorities at the Ramsey Road / North Road, Globe Place / North Road / Broad Leas and Globe Place / West Street / East Street junctions.
- 2.7 The St Ives Transport Study also considered three further areas of work which have produced separate reports covering bus accessibility, pedestrian and cycling wayfinding, and an on-street parking review. Outcomes from these reports produced three packages of 'quick win' schemes comprising of:
- Improvements to bus stop infrastructure
  - Delivery of comprehensive walking and cycling signage across St Ives
  - Changes to on-street parking restrictions in the town centre area, to reduce illegal and inconsiderate parking and to minimise the obstruction to buses and large vehicles in St Ives Town Centre.
- 2.8 It is proposed to submit all of the St Ives measures above to the CPCA with a worked up and costed programme to request funding which if agreed, would mean that these measures can move into delivery, again following the usual processes and consultation.
- 2.9 In addition to the transport improvements proposed for investment, the St Ives and A141 studies tested a number of different development scenarios for the Huntingdon and St Ives area. This has helped to provide a robust evidence base for use in any future work, including by partners in the development of future Local Plans or associated transport strategies. Furthermore, the studies have also demonstrated the case, following review of the results of the A141 Study, for further investment in a new study for St Ives to look at a wider, more comprehensive solution to strategic traffic issues. Funding to deliver this new St Ives study was allocated by the CPCA in their August 2020 Board report and CCC are expected to lead on this.



### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 A good quality of life for everyone**

Transport investment in St Ives and Huntingdon has been identified which could reduce traffic from inappropriate routes, and deliver improved facilities for more sustainable travel modes.

#### **3.2 Thriving places for people to live**

Transport investment has been identified and funding allocated by the Combined Authority for further study work into strategic infrastructure in the area which will cater for future growth requirements and improve the transport network and the economy. Smaller scale measures to reduce congestion and provide for more sustainable transport has also been identified.

#### **3.3 The best start for Cambridgeshire's children**

There are no significant implications for this priority.

#### **3.4 Net zero carbon emissions for Cambridgeshire by 2050**

Investment in walking, cycling and public transport will provide low-carbon travel options and assist the Council in achieving this objective.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

If approved, resource will be required to cost and work up the St Ives proposals, and then deliver them subject to approval of funding by the Combined Authority.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

A funding agreement with the Combined Authority will be required to release funding for delivery of schemes, which would be expected to be implemented through the Highways Service Contract or other appropriate procurement routes.

#### **4.3 Statutory, Legal and Risk Implications**

Risks around funding will be addressed in a funding agreement with the Combined Authority, and delivery risks for individual projects will be managed by experienced staff using robust processes.

#### **4.4 Equality and Diversity Implications**

An equality impact assessment for the St Ives Study is currently being worked up. This assessment is underway.

#### **4.5 Engagement and Communications Implications**

Appropriate consultation on the implementation of projects will be carried out in accordance with standard process.

#### **4.6 Localism and Local Member Involvement**

A member steering group has provided direction and received updates on the study work throughout, following the appointment of the supplier, Skanska.

#### 4.7 Public Health Implications

There are no public health implications at this stage.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus de Silva
Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Elsa Evans
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Sarah Silk
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Andy Preston
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Kate Parker

Source Documents	Location
Combined Authority Board Paper, August 2020 A141 and St Ives Transport Studies Options Assessment Report	<a href="https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/a141-board-papers/">https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/a141-board-papers/</a>
St Ives Bus Service Accessibility Review Report St Ives Pedestrian and Cycling Wayfinding Audit Report St Ives On-street Parking Review Report	<a href="https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-funding-bids-and-studies/st-ives-transport-study">https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-funding-bids-and-studies/st-ives-transport-study</a>



## Appendix A

### St Ives & A141 Study MSG Members

- Cllr Ryan Fuller (Chair) - CCC
- Cllr Angie Dickinson - HDC
- Cllr Jon Neish - HDC
- Cllr Mike Humphrey - HDC
- Cllr Sam Wakeford - HDC
- Cllr Tom Sanderson - CCC
- Cllr Graham Wilson - CCC
- Cllr Steve Criswell - CCC

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**Huntingdon:**

**A Prospectus for Growth**

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# About this document

This document has been commissioned by Huntingdonshire District Council and funded by the Cambridgeshire and Peterborough Combined Authority. It has been developed in co-ordination with a local team of councillors, business, and other stakeholders. It sets out a 'Prospectus for Growth' - identifying Huntingdon's strengths and opportunities, and exploring these through deliverable interventions which have been categorised by their short, medium and long-term timescale.

The 'Prospectus for Growth' document establishes a vision, and will be instrumental in securing funding to deliver these initiatives, each of which are seen as crucial to the growth and prosperity of Huntingdon, as well its wider economy.

This prospectus builds upon the Cambridgeshire and Peterborough Independent Economic Review (CPIER), which was commissioned to give a thorough review and set out priorities for the Combined Authority. It recognises three broad economies existing in the Combined Authority region:

- 1) Greater Cambridge
- 2) Greater Peterborough
- 3) The Fens

**Huntingdon overlaps Greater Cambridge and Greater Peterborough.** It has naturally strong North/South connections to Peterborough with the A1 and Thameslink. With the completion of the new A14, transport flows between Cambridge and Huntingdon will increase.

This 'Prospectus for Growth' endorses Mayor James Palmer's target for the region, to **double its Gross Value Added (GVA) over the next twenty years**. For this to be achieved, all areas will be required to 'do their bit' to improve the three economies. Huntingdon's output (GVA) was £1.22bn in 2017 - doubling will add more than one billion pounds again. The interventions also enshrine the importance of inclusive growth, in line with the CPIER recommendations.

The CPIER also recommends that **'we need to adopt a natural capital approach'**. This involves thinking sensitively about the relationship between economic development and the natural environment. The 'Prospectus for Growth' seeks to incorporate natural assets in a number of ways, and interventions should be accountable for imposing minimal long-term impact to the environment. Furthermore, development should be embedded in climate change resilience, with emphasis on future proofing our communities.

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The devolution deal which created the Combined Authority recognises the **important role of market town economies** in growing the wider Cambridgeshire and Peterborough economy. A masterplan for each of the eleven market towns across the region provides the opportunity to look at the unique features of each town, and offers deliverables which will benefit the immediate and wider economy.

Lastly, this commission recognises the individual identities of Huntingdonshire market towns, by approaching the economy in isolation, before setting within its wider context. Common trends facing the district include a response to national challenges, such as the future of the high street, providing workers with the skills for tomorrow's industries and achieving net zero.



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# Introduction

What sets apart the town of Huntingdon? What do we want it to look like in ten, twenty, even fifty years' time? What are the big things which need to happen to secure a prosperous future for our residents?

This document sets out our answers to these questions. We begin with an overview of what the town of Huntingdon is like, drawing upon a broad analysis of all the available data. Then we set out a vision for the future of our town, which has been developed in co-ordination with local partners. This leads to a list of key priorities which, if acted upon, will be transformational for our town.

We have called this document a “prospectus for growth”. The choice of words is deliberate. Similar to an investment prospectus, we don't expect everything in this document to be funded immediately. There are some quick wins where an injection of funding can get things moving. For other projects, we will need to spend time developing detailed plans and compelling investment cases before we can begin to leverage in funding. While the Cambridgeshire and Peterborough Combined Authority (CPCA) has funded this report, and is keen to invest in our town, we know we will need to build a coalition of supporters, including central government, to get some of the schemes detailed here delivered.

But we will not let the complexity or time requirement dim our ambitions for our town. Now is a pivotal moment. With the arrival of the new A14 imminent we stand poised to integrate ourselves much more deeply into the Cambridge innovation ecosystem. This also provides a unique moment to remodel our town's physical environment. At the same time, we are grappling with the questions faced by towns up and down the country – how to support our high street during the transition to greater online retail, how to encourage people into more sustainable and healthy ways of living and moving, and how to attract new labour and business in what has been dubbed “the age of the city”. The towns which will prosper are those which don't shy from taking bold steps to address these issues.

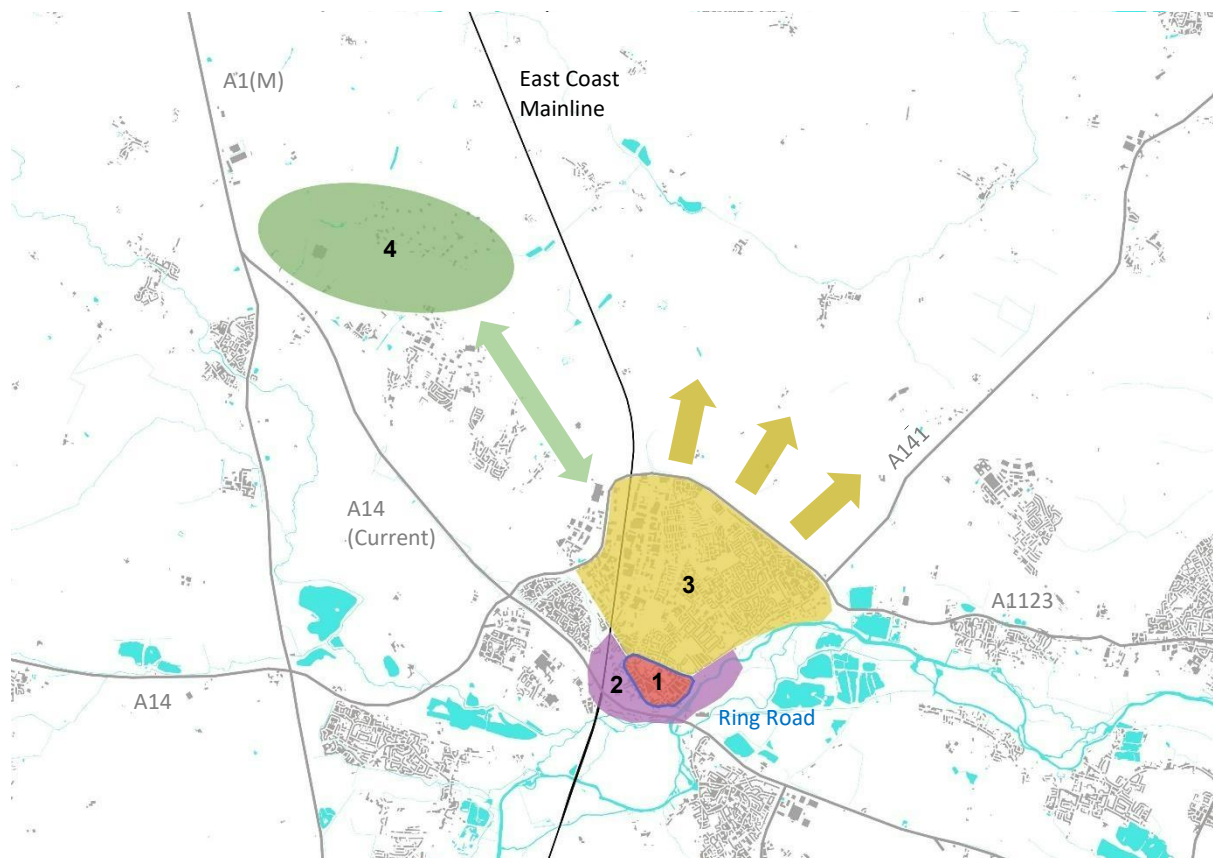
We welcome the involvement of the public and businesses as we develop these plans, and will be inviting comments to make them the best they can be.

# A vision for Huntingdon

Huntingdon brings together brilliant transport connectivity, the architecture and heritage of a market town steeped in history, a breadth of opportunities for leisure and recreation and a vibrant and diverse community.

Now is the time for Huntingdon to raise its game, combining all of these elements so that the whole is greater than the sum of its parts. We need to exploit our connections to London, Cambridge, and Peterborough, to develop clusters of high-quality jobs. We need to connect our people to opportunities through developing their skills. We need to build upon the Chequers Court redevelopment to rejuvenate our town centre, looking not just to infrastructure but culture and heritage to deepen a unique sense of place. We need to be bold in encouraging walking and cycling, by removing congestion and promoting active travel. We need to integrate the Great Ouse into the town centre, and stimulate a more vibrant evening economy.

We have taken a spatial approach to developing our vision for Huntingdon by looking at four key geographical areas of focus.



- 1. Huntingdon Town Centre will be a social and cultural hub.** A renewed town square will be the focal point. We will use this to develop and promote the town's

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historical connections, bringing increased visitor numbers. The town square will be a vibrant, buzzing space, with an environment that encourages people to dwell, while playing host to cultural events. The square and high street will also become the centre of an evening economy, with bars, cafés, and restaurants spilling out onto the streets in the summertime. We will make better use of vacant or poorly used space within the town centre to bring more people to work and live there.

2. **The edge of the town centre will be transformed, from an environment that is currently congested, noisy and unwelcoming, to one which allows the town centre to expand, and creates attractive gateways for visitors.** We will reintroduce the river to Huntingdon town centre by improving access and developing a riverside quarter based around the currently unused Tyrells Marina. With the removal of the A14 viaduct, we will transform one of the worst gateways to Huntingdon at present – the train station. This area will be reimaged – creating a welcoming place that naturally draws people into the town, connecting through to the town centre via the bus station and St Benedict’s Court developments. Longer term, we will seek to reduce traffic and remove the ring road to allow the town centre to expand.
3. **North Huntingdon will house a growing population, with employment and educational opportunity.** It will offer a wide range of properties within easy reach of the town centre – and in future, employment to the north at Alconbury Weald. Huntingdon will continue to grow, with residential, leisure and amenities provision pushing north of the town, beyond the A141. We will continue to drive improvements in the area – working with key local partners such as GPs and schools, using the new community centre as a focal hub for engaging and helping the community. We will explore innovative ways of delivering public services to help residents, and work with employers to improve workplace health and wellbeing.
4. **Alconbury Weald will provide jobs of the future, as a hub for companies in hi-tech sectors such as advanced manufacturing.** The relationship between Alconbury Weald and Huntingdon town will be mutually beneficial, with job opportunities created for residents, and a larger catchment population for the retail and hospitality offer in the town. There will be much easier connectivity between the two, including a more rapid express link to Cambridge and Peterborough (initially guided bus, morphing into the Cambridge Autonomous Metro). We will put Alconbury Weald on the map by promoting key sectors and attracting businesses from around the UK and abroad.

## Environmental vision

It is our concern to create a vision with environmental benefits, one which is people-focussed and can be delivered in a sustainable manner. The recommendations herein, are considerate of the Combined Authority’s zero neutral ambition.

# The Plan on a Page



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## An overview of Huntingdon

### *A well connected town, across multiple modes*

Huntingdon is easily accessible for work, retail, and leisure opportunities. By rail, Huntingdon is well-connected via Thameslink, with trains to Peterborough taking under 20 minutes and the direct service to London St Pancras International just over an hour. On road, the town is just off the A1 – providing good connectivity to London, the Midlands, and the North. Local connectivity to surrounding towns and villages is assisted by the A14 and A141.



Local connections to nearby Godmanchester, Brampton and Hartford link Huntingdon with other smaller economies. While each town has its own distinct identity, they contribute to a wider economic unit. The new Huntingdon South A14 bypass has recently opened, bringing increased speeds to Cambridge, and the associated works upgrading the A14 are expected to be completed by the end of 2020.

It is worth noting that East-West connectivity, at least by public transport, is weaker, as is common across much of the country. The Guided Busway links Huntingdon east to Cambridge (which cannot be reached directly by rail) – but is slow between Huntingdon and St Ives.

### *A town centre that is adapting to the 21<sup>st</sup> century*

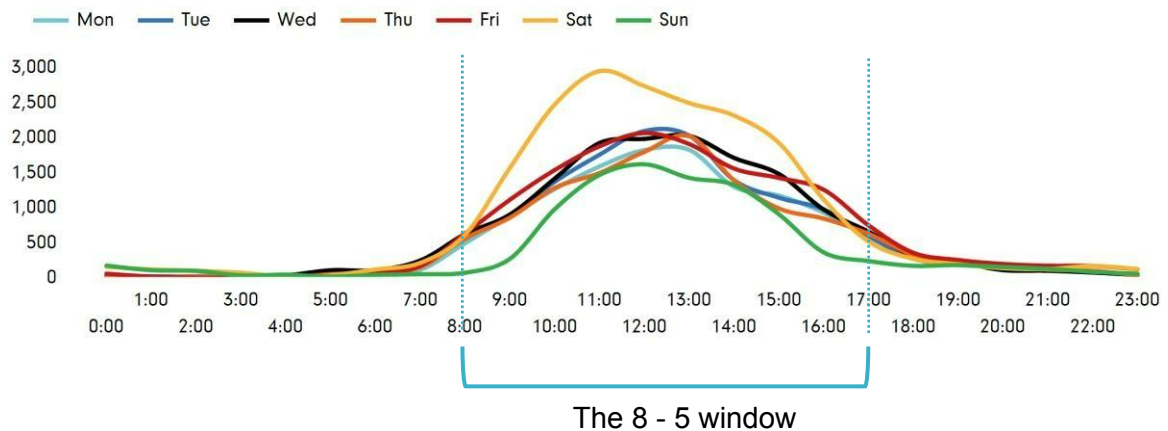
A mixture of value brands and high-quality chains make up the retail offer in Huntingdon, appealing to a diversity of shoppers. However, there is some inconsistency in the urban fabric of the town, with the development at Chequers Court creating an inviting scene for shoppers whilst Benedict's Court looks "of its time" and offers an opportunity for redevelopment.

The town is also responding to trends towards the evening economy – with some businesses offering later opening hours matched with free parking after 6pm. This helps attract the 21<sup>st</sup> century busy consumer. While having some good independent businesses, the town centre is potentially vulnerable due to the number of large anchor units.

**“You can get most things in Huntingdon these days”**

While during the day the town centre is often bustling, recent data collected by Huntingdon First shows that there is still a long way to go in developing the evening economy – with footfall on all days dropping off dramatically at 5.00pm.

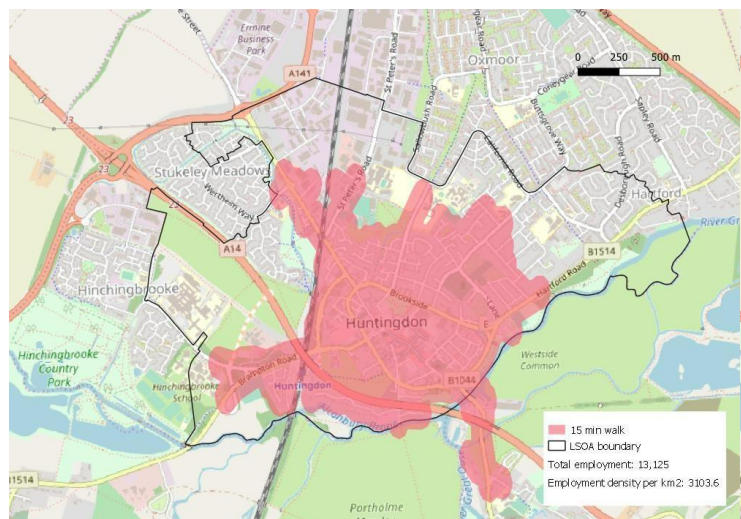
## Footfall across the day in Huntingdon



Source: *Huntingdon First*

The creation of a Business Improvement District (BID) in 2012 is an example of positive action - created for the business community, by the business community. The BID was endorsed again by local businesses, and has produced a five-year business plan for 2017-2022 to increase footfall and sales. An additional result from the BID has been the championing of town spirit and efforts to make Huntingdon look more inviting.

Development of a desirable evening economy will not only draw people into the town but retain those who are already there. Increasing the evening offer of food, retail and leisure to those who are already in town for work, reduces travel time and benefits the local economy. This target group is identified by the map to the right, showing employment within the town centre, within a 15-minute walk.



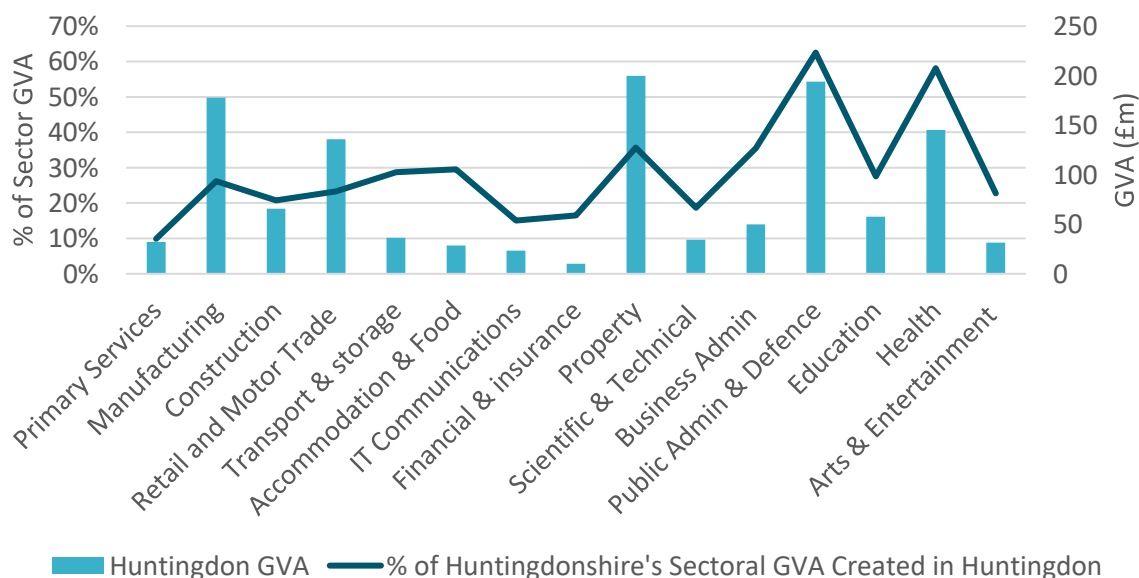
Source: *BRES 2018, LSOA level*

### Sectors of district-wide value: Health and Public Administration and Defence

The value of economic output in Huntingdon is estimated at £1.22bn<sup>1</sup> in Gross Value Added (GVA) terms. This is 30% of Huntingdonshire district's output – a figure that rises to over 50% for the health and public administration sectors. Huntingdon's high-value industries are Property and Public Administration and Defence.

<sup>1</sup> Estimated from district-level data using ward-level employment statistics.

### Huntingdon GVA and Contribution to Sectoral GVA in Huntingdonshire

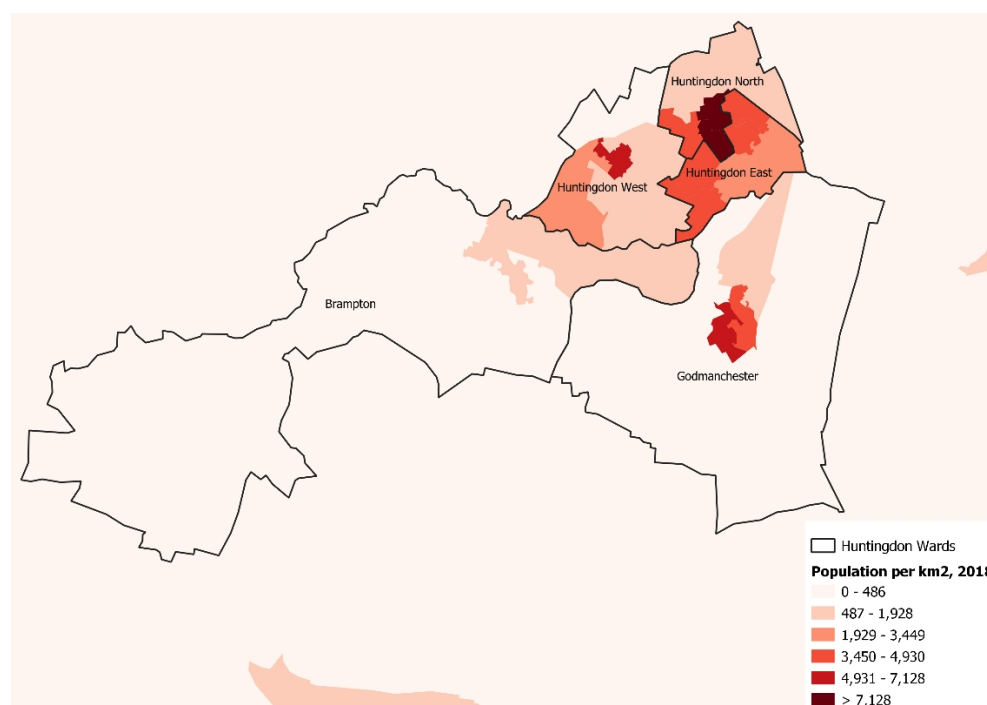


Source: Metro Dynamics analysis of ONS Regional GVA figures and ONS Business Register and Employment Survey (BRES)

#### A large community to the North-East of the town centre

Due to the constraints imposed to the south by the river, the majority of Huntingdon's residents live to the north and east of the town centre.

#### Population density in Huntingdon

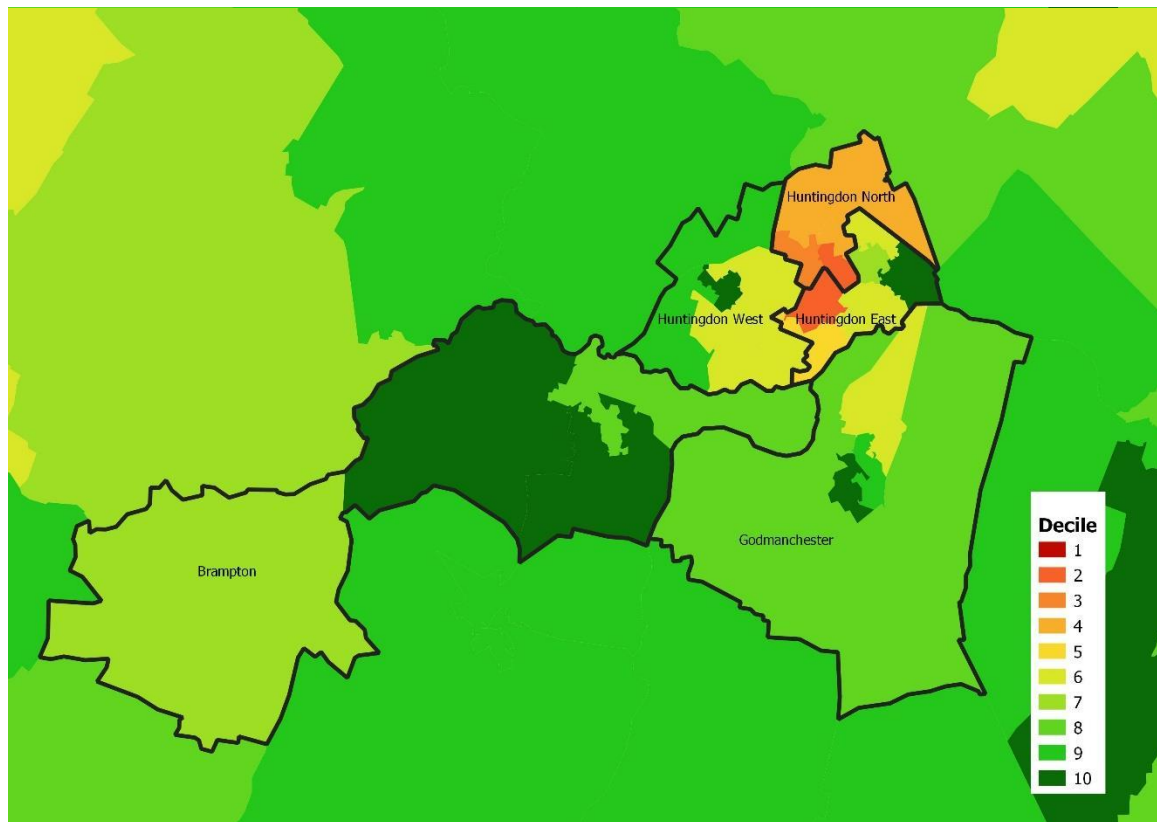


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*Source: Analysis of ONS population estimates*

In Huntingdon North and Huntingdon East, social housing and houses in multiple occupation (HMO) contribute to higher population density. In general, levels of deprivation are higher in the centre and to the north of the town.

*Index of multiple deprivation 2015 deciles – 1 (deepest red) = most deprived 10% of the UK*



*Source: Analysis of MHCLG data*

Within the north of the town is the Oxmoor Estate, which was originally designed as a London overspill estate. There have been many improvements on the estate in recent decades, although some of the design features – such as severance caused by fast roads like Coneygear Road – are challenges for the community. Access to amenities and public services is also a concern. Retail development has seen larger supermarkets built on the outskirts of town, whilst a precinct shopping area continues to serve the estate, providing a fairly limited shopping offer which in general does not promote healthy choices.

However, there are many positive initiatives and changes taking place. New development is coming forward in the area, bringing in residents and improving the overall quality of the dwelling stock. The local college has improved in recent years, following the merger with Cambridge Regional College. There is also a strong community spirit – with churches and other community groups doing a great deal to support residents.



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### ***Heritage buildings and historic connections***

Huntingdon is the birthplace of Oliver Cromwell. It is also home to numerous historic buildings of interest: including the Town Hall, a civic centrepiece dating back to 1745; Wykeham House, a grade II listed building; Hinchingsbrooke House (pictured), a substantial property built after 1538 on the site of a Augustinian nunnery; the Falcon Pub, a restored sixteenth century coaching inn, and the Cromwell Museum, an impressive collection of artefacts housed in the former Huntingdon Grammar school where Cromwell himself attended school.<sup>2</sup>



Despite an exhaustive list of historic buildings, the town's heritage offer is generally underpromoted, with few outsiders being aware of the town's historic significance.

### ***An attractive environment – but access challenges***

Huntingdon sits beside the River Great Ouse, where the Riverside Park offers people a chance to enjoy the riverside setting. The town has a wealth of countryside within reach, including the Godmanchester Nature Reserve, Hinchingsbrooke Country Park, and the Great Fen. These provide for outdoor leisure activities such as dog walking and boating.

However, unlike other towns nearby, such as St Ives and Ely, the river is kept out of the centre of the town, and is not made a feature of. To access the riverside park requires crossing the ring road, creating a feeling of separation. We have also heard concerns expressed that cycling infrastructure in Huntingdon is inadequate, discouraging people from using active travel to get around town and access the countryside.

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<sup>2</sup> <https://historicengland.org.uk/listing/the-list/list-entry/1128649>

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# Area of focus 1: Huntingdon Town Centre<sup>3</sup>

**Huntingdon Town Centre will be a social and cultural hub.** A renewed town square will be the focal point. We will use this to develop and promote the town's historical connections, bringing increased visitor numbers. The town square will be a vibrant, buzzing space, with an environment that encourages people to dwell, while playing host to cultural events. The square and high street will also become the centre of an evening economy, with bars, cafés, and restaurants spilling out onto the streets in the summertime. We will make better use of vacant or poorly used space within the town centre to bring more people to work and live there.

## Where we are now

Huntingdon Town Centre has improved significantly over recent decades:

- The Chequers Court area has boosted the look and feel of the north side of the town centre, bringing in large anchor stores, such as M&S, TK Maxx, and Sainsburys. The urban fabric here is of significantly higher quality than elsewhere in the town centre
- The town centre is successfully pedestrianised, helping to support footfall and dwell time
- We are seeing the high street adapt to changes. There is a growing “café culture” in the town, which is taking the place of vacant retail units. The example of Olmo Lounge in a unit previously occupied by Argos epitomises this trend
- Occupancy has held up in most of the town centre, with few vacant units

However, the town centre also faces some significant challenges:

- Footfall is not currently sustained into the evening. This represents a missed opportunity to develop an evening economy in Huntingdon, which may be linked to **a perception that the town centre is a good place to shop** (largely a daytime activity) **but less of a good place to socialise** (more of an evening activity)
- The St Benedict's Court area is looking dilapidated and unattractive. The retail offer has failed to recover since Waitrose left the main unit, yet the area offers potential for redevelopment, particularly on account of its prime location, attracting trade from those heading into the town centre from the railway station

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<sup>3</sup> Huntingdon Town Centre here refers to the area within the ring road

- Some of the urban realm in the town is dated, including unattractive paving and confusing/ugly signage
- The town centre hosts relatively few events, and there is sometimes low awareness of events which do take place

In order to maximise the social and economic potential of the town centre, there are two actions which need to be taken.

## 1. Transform the market square to become a social and cultural hub

The market square remains the traditional focal point of our market town. It is a huge asset, and currently underused. The square is fronted on the east side by the grandeur of the Town Hall, and on the west side by the All Saints Church. To the south stands Wykeham House, a Georgian, Grade II listed house, which was the first home of the London and County Bank and is earmarked to be converted into flats. To the north is both the Cromwell Museum, newly renovated for March 2020, and a parade of “value” shops including Shoe Zone and Savers.

### *Key buildings around the market square*



To transform the square requires taking action on multiple fronts.

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Firstly, we need to build on what we already have to draw people into the square – its heritage. The war memorial is located in the square and both the Town Hall and Church are attractive buildings. The Cromwell Museum is currently under refurbishment and due to reopen in March 2020. Future plans to bring out the historic narrative in the square include a description of the war memorial and the introduction of Cromwell-themed street furniture.

**We will use our Cromwell links as a basis for our cultural programme in Huntingdon, focused on the town square.**

The example of how Prescott in Knowsley (see case study) has used its connection to Shakespeare to drive culture-led regeneration shows the potential Huntingdon has to draw on its heritage and reinvent itself as part of a placemaking project.

### **Case Study: Culture-led regeneration in Knowsley**

Prescot, in the Knowsley area of Liverpool lays claim to having once offered the only indoor playhouse (outside London) in the Elizabethan period. The town has taken this little known USP, and developed it as the focal point for a regeneration strategy. This has culminated in plans for the 'Shakespeare North Playhouse' to be built in Prescot.

As well as burnishing the town's reputation, the proposed benefits this state-of-the-art venue has for the local economy are great. The visitor attraction offers a new theatre, education centre, outdoor performance garden and exhibition space.



Secondly, , **we need to adopt policies through the planning process to encourage cafés and restaurants** with support to make the most of outdoor space to the north side of the market square. This will help to activate the square around the year, throughout the day and most importantly **support the evening economy**. This will tackle the current tendency for footfall to drop off drastically in the evening (as noted in the overview) and encourage

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Huntingdon's workers to spend time in the town centre after work. This will also help to tackle any challenges of antisocial behaviour, which can be worse later on in the day.

Thirdly, **we need to create a functional space**. The market square offers a distinctive 'open space' for residents to dwell, yet is currently under-utilised. Relocation of the weekly markets to the High Street means the area's primary function is currently only used for 'special' events such as the Christmas Markets and International Food and Gift Markets. The decision to move the weekly Wednesday and Saturday markets was in part, a reflection of reduced footfall. This trend is not unusual and must be set in a wider context of retail concerns about the future of the high street. Despite this, some market towns, such as nearby Ely, are bucking this trend.

Development of Huntingdon market's offer could increase popularity and turnover, and maybe even see the market return to its traditional location. A simple first step would be to **invest in new physical market infrastructure such as stalls and power supply points**. In addition, a training programme for traders, covering product presentation, social media promotions and marketing will help them to raise awareness and build value. Huntingdon market, which is overseen by the District Council, provides the opportunity to explore 'shop local' initiatives and to provide a selling platform for amateur local entrepreneurs.

The market square's open space should be utilised on days where events in the Town Hall, Cromwell Museum and All Saints Church bring increased footfall to this area of town. The availability of outside space (subject to weather conditions) will complement the activities available in these buildings, creating a vibrant feel in the townscape and potentially drawing more visitors in. Events held by All Saints Church such as coffee mornings and craft stalls already encourage the approach of "bringing things out into the square", and the visitor figures of an Arts Festival held at the Town Hall earlier this year demonstrate the potential scale of this use of the open space, with 2000 attendees recorded in a single day. With more resources to plan and co-ordinate events, there is scope to better incorporate the market square into the townscape.

## 2. Reinventing the town centre to bring more people to live and work in Huntingdon

Some areas in Huntingdon town centre are underutilised and have been identified as key spaces for repurposing for some time. There are particular areas where space is wasted – and where there are opportunities to be much more ambitious. This plan gives scope to address these spaces and push on with the required work.

There are two significant areas we want to focus on:

- **St Benedict's Court**, which contains a large vacant unit, and sees lower usage than other parts of the town centre

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- **The Bus Station**, a large area which forms part of the movement corridor from the train station to the centre of town

These should both be developed as mixed-use schemes – combining the provision of accommodation, employment space, amenities, leisure, and education.

### **What needs to be provided in the town centre?**

In order to support our high street and town centre, the previously retail-heavy space needs to adapt and integrate a multi-purpose use. A combination of the following three provisions have been selected to bring more people to live and work in Huntingdon, with emphasis on increased residential provision as priority:

#### **1) Residential Accommodation: A desirable place to live**

Building accommodation into these schemes will “densify” Huntingdon Town Centre, growing the local catchment of the town centre, and bringing greater vibrancy.

Though different in specification, this efficient use of space in these builds would suit both young professionals and older couples, who may desire a modest amount of living space with shared communal green space and would benefit from the proximity to amenities and work. The town centre residential offer should be designed as being as car-free as possible – freeing up space and promoting travel by foot, bus, cycle or rail.

Alongside transforming these two areas, there are opportunities to repurpose other underutilised space such as creating flats above businesses where stock rooms had previously stood. The town centre residential offer will be characterised by apartment living.

#### **2) Employment space: An attractive place to work**

A recent Centre for Cities report<sup>4</sup> has argued that the key to high street success often lies less in the amount of retail space, and more in create a thriving environment around it. The key element of this is increasing the working population in and around the town centre, with offices being particularly beneficial – office workers tend to be more well-paid and require less space per worker than industrial equivalents. This contributes to the increased number of people spending time and money in the town centre, increasing customer demand in the local market. This also helps stimulate demand for accommodation, as people look to live near their place of work.

#### **3) Amenities, leisure, and education: Creating further draws to the town centre**

These schemes can also integrate uses, generally at the ground floor level, that can create more of a draw to the town centre. Most of Huntingdon’s leisure provision is out of town, on St Peter’s Road (which is part of the reason for the lack of evening activities in Huntingdon town centre). Integrating emerging leisure trends, such as competitive socialising (which

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<sup>4</sup><https://www.centreforcities.org/wp-content/uploads/2019/02/2019-02-13-City-centres-past-present-and-future.pdf>  
p. 1

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covers activities such as escape rooms, mini golf, and virtual reality experiences) will build the evening economy of the town and increase dwell time.

Other uses, such as vocational training, should also be considered. This should tie into existing initiatives, such as Commemoration Hall's cultural programme.

***Bringing it together: the need for good quality urban design***

These new developments are an opportunity to improve some of the less attractive areas of Huntingdon. This needs to focus on softening some of the town centre's "hard edges" and bringing green space into the town centre through "green walls" and pocket park-type spaces.

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## Area of focus 2: The edge of the town centre

**The edge of the town centre will be transformed, from an environment that is currently congested, noisy and unwelcoming, to one which allows the town centre to expand, and creates attractive gateways for visitors.** We will reintroduce the river to Huntingdon town centre by improving access and developing a riverside quarter based around the currently unused Tyrells Marina. With the removal of the A14 viaduct, we will transform one of the worst gateways to Huntingdon at present – the train station. This area will be reimagined – creating a welcoming place that naturally draws people into the town, connecting through to the town centre via the bus station and St Benedict’s Court developments. Longer term, we will seek to reduce traffic and remove the ring road to allow the town centre to expand.

At the moment, none of the entry points to Huntingdon town centre are very attractive. A visitor who arrives at the train station finds themselves in a car park underneath a dual carriageway flyover, with little clear sense of where the town centre may be. A visitor arriving by car will find themselves often locked in traffic congestion on the unattractive ring road. Meanwhile, anyone who is in the town centre on foot is unlikely to venture out beyond the inner ring road, which acts as a “collar” on the centre – constraining the growth of retail and leisure uses. This also contributes to a perception in some quarters that the town is more functional than aesthetic – which doesn’t do justice to the many attractive areas of the town.

This has other costs too – the river, which is such a feature of St Ives and St Neots and a big part of their draw, feels almost excluded from Huntingdon altogether, and a visitor could easily spend a day in the town without noticing it. **This constitutes a huge missed opportunity for the town.**

Car parking provision on the edge of town is good for reducing congestion, but there is an opportunity to make the final part of a journey into town more natural by signposting routes and opening active travel options up (walking and cycling). However, there is also a very attractive environment around Huntingdon, including common lands and meadows. These offer links to the waterways, and eco-leisure activities such as birdwatching, canoeing and cycling.

In order to transform the edge of the town centre, we will focus on three main actions:



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## 1. A new riverside quarter

The area around the Old Bridge brings together the Riverside Park, Old Bridge Hotel, and Tyrell's Marina. However, traffic, which can be heavy, often damages the ambience at the moment. Whereas St Ives has managed to build an evening economy around its river, and attract many visitors, Huntingdon has so far failed to do so. But as the Hebden Bridge case study (below) shows, taking a proactive approach to local waterways can deliver substantial benefits.

The central aim of this proposal will be to **integrate the river into the centre of the town**. This will require:

- A reduction in traffic flow alongside the riverside park, and over the Old Bridge, tied to improved pedestrian access across the river
- A strategy to improve signage and walkways to encourage greater flow of people between the river and the town centre
- The ground floor of Tyrell's Marina to be opened up as a centre for leisure/retail uses which will bring people over the river from the town centre
- Redevelopment of the Purvis Marina, including moorings and provisions (e.g. fully accessible toilet and shower facilities, electric hook up). This will create more of a boating community in this part of town drawing more visitors and bringing it to life

## Case Study: Waterway tourism – Hebden Bridge

Hebden Bridge is a small market town in the Upper Calder Valley, West Yorkshire. The provision of fast-flowing water set in a low-lying landscape secured Hebden Bridge's involvement in the Wool Trade during the Industrial Revolution. But like so many of its industrial neighbours, the town experienced an upheaval of identity with the decline of the cotton industry.

The 1970s and 1980s saw a resurgence of interest in the town. A combination of cheap housing, the market town's compelling charm and a co-operative society attracted an artistic and New Age population.

Since then, Hebden Bridge has grown as a tourist destination – independent shops and galleries attract visitors from across the Pennines and further afield. A key tourism feature and transport route is the Rochdale Canal, thirty-two miles of waterways connecting Manchester to Sowerby Bridge. Once in Hebden Bridge, a separate stretch of water runs through the town centre, where a number of restaurants, cafes and bars make optimum use of this feature.



Integrating the river will bring multiple benefits to Huntingdon. Over time, the town can come to be seen as a riverside town. This will:

- Provide health and wellbeing benefits to residents – with the positive impacts of increased green and blue space. This includes encouraging an active lifestyle such as canoeing on the Great Ouse and integrating the riverside quarter into walking and cycling routes
- Transform the image of Huntingdon, making it a more attractive place and bringing in further investment

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- Increase land values in the town, improving the viability of development in Huntingdon

The final result for the town will be a porous boundary to the town centre, where footfall naturally flows across the river – both with those based in the town looking to use the restaurants and bars at Tyrell’s Marina, and those living in the Marina coming to use the town’s main amenities.

## 2. A new station gateway to reshape entry to Huntingdon

At the moment, someone arriving at the train station would be forgiven for thinking “where am I?” The area lacks a distinctive sense of place, and feels completely separated from the rest of the town.

**Instead, we need to totally transform the experience of arriving in Huntingdon by train, creating a pleasant environment and drawing people towards the town centre.**

The removal of the A14 viaduct, which passes over the train station, is now underway. This in itself will greatly improve the look and feel of the area. The next steps will be to develop an access strategy into the centre of Huntingdon. A pedestrian leaving the train station has two options to get to the town centre – either cross Mill Common or walk along the Brampton Road. The route through the Common is attractive, and likely to become more so once the old A14 is removed. Designated cycle and pedestrian lanes cover the stretch across the Common. Brampton Road should be made more pedestrian friendly, adopting a “boulevard feel” to draw people into the town. In both cases, a signage strategy should support the aim of making the routes into town clear and natural for visitors.

Existing businesses will benefit from their proximity to the station gateway, the new vision and an anticipated uptake in footfall, will attract a clustering of amenities around the train station and bus station.

### **A seamless journey from station to town centre**

Plans for the station do not just end at the edge of the town centre. With the introduction of a spur off the old A14 into town, the area that is currently around the bus station will also become a key entry point. We will ensure that the journey from the train station to the town centre, via the bus station and St Benedict’s Court area forms one seamless link – with access prioritised for pedestrians and cyclists. Bringing the investments in these areas into one coherent plan will make arrival into Huntingdon straightforward and pleasant. The future arrival of the CAM gives an opportunity to build a mobility strategy around integrated transport hubs.

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### 3. A long-term plan to remove the ring road from Huntingdon

Given the position of the existing A14, the ring road around Huntingdon is necessary infrastructure to bring people into the town. But once the new A14 is in place, this will no longer be the case.

After a rush of enthusiasm to make places more car friendly in the 1960s, many towns and cities are realising the negative consequences and taking action. Having a continual flow of vehicles close to the town centre has a number of disadvantages:

- Reduction in footfall in town centres, as pedestrians steer clear of busy roads. That makes these roads hard barriers (or severance), taking away the ability of the town centre to expand
- A discouragement of active travel (walking and cycling), and encouragement of the use of private vehicles
- Aesthetic damage
- Poor air quality, worsened by congestion – the health consequences of which are only beginning to become known

Removing the ring road would take time. But in the long run, it will be vital for the success of Huntingdon. Breaking the collar of the ring road would need to follow a piecemeal approach and would be informed by a detailed transport plan. A gradual approach would see the gained space replaced with better residential provision and amenities.

Removing the ring road will be a huge step in improving our town's environment and making it a more pleasant place to dwell. We need to go beyond this, implementing an active travel strategy. This would focus on making sure each of the areas around Huntingdon – including Brampton, Godmanchester, Hartford, Oxmoor – has well developed routes to connect walkers and cyclists into the town. An active travel strategy in Huntingdon would need to enshrine clear transport user hierarchy, with pedestrian priority. This lends itself to a culture where active travel is promoted in the town centre and reliance on cars is phased out.

#### Case Study: Birmingham's Inner Ring Road

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With construction beginning in 1957 and an official opening in 1971, Birmingham's A4400 served as an inner ring road for motorists travelling around the city centre for approximately 40 years.

The infrastructure was designed to create ease for motorists and cater for the heavy flow of traffic with its dual-carriageways. In practice however, the inner ring road proved problematic and was considered a 'concrete collar' constraining the city.

Not only did the road restrict development and expansion of the city, its design favoured motorists, as crossings were unfit for pedestrian use. Pedestrians were directed to use a series of subways and underpasses, some of which generated their own problems as opportunities for crime.

The removal of Birmingham's inner ring road (a phased process) has opened-up the city centre allowing expansion of the city centre. It's a win-win situation as motorists still have use of the A4540 - a 'middle Ring Road', the city centre is now more pedestrian-friendly and a reduction of concentrated vehicle emissions has improved pollution levels in the centre.



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# Area of focus 3: North Huntingdon

**North Huntingdon will house a growing population, with employment and educational opportunity.** It will offer a wide range of housing within easy reach of the town centre – and in future, employment to the north at Alconbury Weald. Huntingdon will continue to grow, with residential, leisure and amenities provision pushing north of the town, beyond the A141. We will continue to drive improvements in the area – working with key local partners such as GPs and schools, using the new community centre as a focal hub for engaging and helping the community. We will explore innovative ways of delivering public services to help residents, and work with employers to improve workplace health and wellbeing.

Huntingdon's town centre is contained within its ring road, and while there is some residential provision here, the majority of Huntingdon's residents live to the north of the town centre. As we look to design a Huntingdon that works for everyone, we need to develop interventions in this area, particularly on the Oxmoor estate. While North Huntingdon contains much more than just the Oxmoor, we are highlighting this as an area of priority, given its relatively high levels of deprivation (see overview section).

## 1. Bringing together community initiatives

There are currently many good initiatives taking place in this area of town, with the town council, education providers, District Council and others taking a proactive role. These groups are now beginning to work together to bring about improvements in the area.

The 'Developing Oxmoor' programme is a good example of this collaboration, an initiative which has been established with the approach of working differently to deliver improvements for the community. The early stages of the programme involved a series of workshops, bringing together agencies, organisations, community groups, residents, charities and faith groups in an effort to gain a better understanding of the multidimensional challenges facing the estate. The programme looks to build trust within the community and ultimately support residents to recognise the issues that they are faced with and work with others for lasting change.

The Developing Oxmoor programme focuses on four grand challenges:

- Giving people a good start in life
- Ensuring that people have good work

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- Creating a place where people want to live
  - Ensuring that people are healthy throughout their lives

Co-ordination of support in these areas will, in time, reduce the demand on public sector services resulting in more resilient communities. Facilities on the estate include a youth club, school clubs, play areas, churches and even a boxing class run by the police, which teaches young people respect, and gives a positive outlet for their energy.

A 'Community Safety Strategic Assessment' provides understanding of the safety issues affecting the Oxmoor estate, this includes an overview of crime and anti-social behaviour. Findings indicate that while the rate of crime per 1,000 population remains lower than the national average, Huntingdon North Ward exceeds the average rate of crime for Huntingdonshire. The aim of the assessment is to provide recommendations based on findings to improve outcomes within the area.

The Developing Oxmoor programme needs to continue, sharpening its recommendations. As and where funding needs arise, local partners including HDC and CPCA must work to support the programme, recognising the long-term benefits (social and financial) of improvements in the community.

## **2. Making the most of the new community centre**

The new community centre has recently opened, replacing the over-stretched and in need of repair Medway Centre. The bigger site offers the same services, as well as an internet suite, library, volunteer-ran community café, an open field and changing rooms. The centre has already been confirmed as the new home for a girls football club and a coding club is also planned.

This community centre will be a focal point of contact for many in the community, providing a natural and informal opportunity to pick up on the needs of community members.

## **3. Encouraging healthy food choices**

The 'Grub Hub' is a weekly initiative feeding 48 families on a weekly basis. The scheme provides them with a healthy, hot meal and is designed on a referral-basis, and reflects a spike in the number of food bank referrals in recent years. The meals at Grub Hub are chosen with intent that families could recreated them at home, on a budget.

Creating more affordable, healthy food choices is an example of preventative health intervention and schemes such as the Grub Hub are an effective way of educating families about eating healthy and affordably. Co-operation between Huntingdon's allotment growers and the new community centre could address imbalances between surplus produce and food shortages. As it stands there is no formal agreement between the allotment and the Oxmoor estate around food surplus/shortages, skill exchange and improving wellbeing. A structured

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approach would be required, tying into voluntary work and the estate's track record of multi-agency achievements.

### **Case Study: Herts & Essex Community Farm**

Herts & Essex Community Farm is a non-for-profit project established in 2013 as a response to tackling insufficient access to fresh, healthy food for residents. The project also shares growing skills and brings people together. The organisation relies on the hard work of volunteers from the community and efforts have been recognised with the awarding of Cultivation Street's Community Garden of the Year Award 2019.

Two of the organisation's foundational aims are to 'show participants how to grow food in a sustainable way' and to 'give access to fresh food to the local community.'



In the absence of a local university acting as an anchor institution, the responsibility held by further education providers is elevated. Just as co-operation between education providers and businesses should address local skills and qualifications gaps, this model should be reciprocated between education institution and the surrounding community. In Huntingdon there is scope for collaboration between the Regional College's catering course and a project similar to the Grub Hub: exploring nutrition, affordability and healthy eating.

## **4. Taking a new approach to public services**

The digital revolution is transforming many areas of life – not least the delivery of public services. Huntingdonshire District Council is undergoing a process of service transformation to make contacting the Council more straightforward. This can help individuals access exactly the services they need.

In order to make these changes work most effectively for those in receipt of Council services, we propose:



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## **1. On-street WiFi to be provided in the North Huntingdon area**

Among lower income households there is generally less take up of broadband. On-street WiFi will allow those with devices, who don't have this access to use digital services, making it easier for the Council and other service providers to directly respond to their needs.

## **2. Support for those lacking digital skills**

At the same time, some in the community have lower digital skill levels and will struggle to access services by this route. This means we need to work with local skills providers (such as Cambridge Regional College) to provide digital skills training and access to a computer suite. It also means we need a continued HDC presence in the estate - which at the moment is based in Thongsley Primary School.

## **5. Further growth beyond the A141**

North Huntingdon is also the big opportunity for growth in our town. We see the area beyond the A141 as the next frontier in developing our community. We will create a sustainable community in this area, ensuring greening of infrastructure throughout and adequate community facilities. Over time this will enable a more natural connection between Huntingdon and Alconbury Weald.

While an integral part of the vision, housing more people north of the river will add pressure to Huntingdon's current infrastructure. It will be important to ease the traffic burden concurrent with expansion. A Huntingdon Transport Strategic Study is currently studying capacity challenges. Moving forward, bringing together the A141 study with the Third River Crossing issue will serve to develop an integrated plan for further growth beyond the A141.

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# Area of focus 4: Alconbury Weald

**Alconbury Weald will provide jobs of the future, as a hub for companies in hi-tech sectors such as advanced manufacturing.** The relationship between Alconbury Weald, personnel at RAF Alconbury and Huntingdon will be mutually beneficial, with job opportunities created for residents, and a larger catchment population for the retail and hospitality offer in the town. There will be much easier connectivity between the two, including a more rapid express link to Cambridge and Peterborough (initially guided bus, morphing into the Cambridge Autonomous Metro). We will put Alconbury Weald on the map by promoting key sectors and attracting businesses from around the UK and abroad.

At first sight, it might seem surprising to include Alconbury Weald in a Prospectus for Growth for Huntingdon. The Alconbury Weald Enterprise Zone is a few miles north of Huntingdon town centre, and access currently requires leaving the town, and typically joining the A14 for a couple of miles. Road access between Alconbury Weald and Huntingdon will be strategically joined by cycle and pedestrian lanes and there is scope for landscaping some open space for residents of either to enjoy.

But Alconbury Weald is Huntingdonshire's big growth opportunity, and how it develops over the next few years will have huge implications for Huntingdon. By integrating what is happening at Alconbury Weald with the other plans for Huntingdon, we can realise huge benefits for both areas. The two places should act as *complements*, not threats, to each other, and over time increasingly be seen as one place together.

Alconbury Weald was established as an Enterprise Zone by the government in 2012. Enterprise Zones are designed to create favourable conditions for business to support local economic growth. The site plays host to:

- Many companies in knowledge intensive sectors, including Mole Solutions and Enval. These are housed in state-of-the-art facilities, including the business incubator
- The iMET college, which specialises in training individuals for jobs in the composites, manufacturing and built environment sectors
- 300 homes built, looking towards a long term target of 5,000 dwellings, and planning application in place to raise this to 6,500

Alconbury Weald benefits from immediate proximity to the A1, providing rapid road access to London, the Midlands, and the North.

- In future Cambridgeshire County Council will relocate to the site.

In order to realise the full potential of Alconbury Weald, we need to take the following three steps:

## 1. Provide improved transport connectivity into Alconbury Weald

This has three elements:

### *An express guided bus connection*

Firstly, Alconbury Weald is currently on the guided busway route (though not the guided bus track). This route takes buses from Cambridge to St Ives on a segregated route, then joins the main roads to continue to Huntingdon, then up to Alconbury Weald, and on to Peterborough.



However, this public transport connectivity is slow and therefore far less useful than it could be. Busway times from Huntingdon town centre to Alconbury Weald takes 10 minutes. From Peterborough, it takes 45 minutes, and from Cambridge, over 90 minutes.

This journey takes so long partly because the guided bus stops at so many places. Between Cambridge and Alconbury Weald, there are at least 20 stops. While it is important that the guided bus stops at these places, it is not necessary for every bus to do so. It is common across many modes of transport to have “stopper” services

which ensure greater coverage at the expense of speed, and express services, which in order to maximise speed stop only at a few key destinations. We need guided buses which stop only in Cambridge, once in central St Ives, once in central Huntingdon, once at Alconbury Weald, and once at Peterborough. This would necessitate the building of overtaking bays at certain points along the section between Cambridge and St Ives. These express services would be provided as a feasible transport option for commuters between Huntingdon/Alconbury Weald/St Ives and Peterborough/Cambridge. They must be integrated into the timetable as additional services rather than at the expense of current routes which serve the likes of Yaxley and Sawtry and may also be used for commuting purposes.

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This idea is also of critical importance for St Ives as they plan to integrate their town more deeply into Cambridge’s economy – and is picked up in the St Ives Prospectus for Growth.

### ***Extension of the Cambridgeshire Autonomous Metro (CAM)***

Our proposal for express services on the guided busway acts as a precursor to a larger project, the Cambridgeshire Autonomous Metro (CAM). Since the CAM’s first route and costing proposals, Mayor James Palmer has requested an extension to serve Alconbury Weald: ‘the CAM gives us the ability to quickly put in place the public transport infrastructure we know is so urgently needed.’ This stretch is expected to be prioritised ahead of other routes, which are due to be delivered from 2023.<sup>5</sup>

### ***A railway station in the longer term***

Alconbury Weald will, at some point in the future, need to be joined to the national rail network to make the most of its potential. While there are some funds to do this, and conversations are ongoing with Network Rail, it is clear that there are challenges. In order to run trains from Alconbury Weald in a way that doesn’t delay East Coast Mainline Services requires creating a “four track” rail link (giving passing places), and larger station to accommodate. Conversations need to continue, recognising the long-term importance of this development.

### ***Active travel provision***

All three recommendations of improved transport connectivity into Alconbury Weald must feature active travel elements, where viable. Commuters should be able to undertake part or all their journey by active travel methods.

## **2. Promote Alconbury Weald nationally and internationally**

Alconbury Weald has brilliant facilities. But recent analysis by the Centre for Cities shows it has not grown as quickly as some other enterprise zones.<sup>6</sup> This is partly a question of timing. Whereas many of the other enterprise zones were already developing at the time enterprise zone status was conferred upon them, Alconbury Weald was starting from scratch. And it is generally easier for city centre enterprise zones to attract companies who are already based in the area – compared to attracting a company to an as yet undeveloped area.

Now, however, is the time to ramp up promotion of Alconbury Weald in the UK and beyond, building on the work done by Urban and Civic to date. As part of a recent agreement between

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<sup>5</sup> <https://cambridgeshirepeterborough-ca.gov.uk/news/new-blog-entry-2/>

<sup>6</sup> <https://www.centreforcities.org/publication/in-the-zone-have-enterprise-zones-delivered-the-jobs-they-promised/>

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the Cambridgeshire and Peterborough Combined Authority (CPCA) and Huntingdonshire District Council (HDC), 20% of the business rate income stemming from the enterprise zone will be put towards promoting the site.

This promotional material should focus on the following key features:

- Marketing Alconbury Weald as the foremost location for composites businesses in the UK – building on the existing strength in this sector
- IMET as a training facility, offering particular expertise in innovation, manufacturing, engineering and technology
- Fast links to Cambridge through the new A14
- The attractive local environment, including the offer in Huntingdon town centre

Over time, **Alconbury Weald should also look to develop its business tourism offer** – for conferences, away days, and short-term training courses. The well-connected nature of Alconbury Weald (and Huntingdon more widely) place it strongly to attract events which need to be accessible for participants around the UK and visiting from overseas. Furthermore, there is potential for Alconbury Weald to become a local host for sector-specific conferences and events generating business tourism in the area.

A Business Tourism strategy can reinforce Huntingdonshire’s specialisms in the minds of industry leaders, by creating strong associations through sector-specific events, building on existing specialisms, such as the composites sector... Business Tourism advantages can be categorised as soft (knowledge and idea exchange, reputation building and relationship forming), as well as hard (improving skills, application of new techniques and technologies). In terms of investment, Business Tourism can broadly be divided into direct spending in the form of restaurants, hotels, taxis and venues, as well as indirect, creating jobs, new research centres and receiving funding for example. The Business Tourism market is expanding steadily, metrics from 2018 inbound tourism data reveal Meetings, Incentive, Conference and Events (MICE) visitors spend 30% more per visit than leisure visitors and spend double than the average leisure visitor per night.

### Case Study: Business Tourism – ‘Brilliant Science’

From its sites in Manchester, Cheshire and Stoke-on-Trent, ‘Brilliant Science’ celebrates all things scientific, whilst championing the UK as the world-leader in science and holder of the second highest number of Nobel prizes in the world.

‘Brilliant Science’ offers bespoke tours around its sites which include Chester



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Zoo, Jodrell Bank (pictured), the Science and Industry Museum and World of Wedgewood. Experiences are tailored to the client's interests and can be enjoyed as a standalone tour or incorporated into a conference programme.

Brilliant Science also provide conference support for sites across Manchester, Cheshire and Stoke-on-Trent. Intimate knowledge of the areas, including sector strengths, allows the team to help local hosts in the conference bidding process.

Brilliant Science epitomises the “start small, grow later” approach for venues in the infancy of hosting conferences. Starting small, means affirming connections between the area and its specialisms, drawing world experts and their knowledge, and growing on this synergy in years to come. A successful Business Tourism strategy is underpinned by marketing the right kind of event for the area.

The UK business events industry generates substantial economic and social gains. The size and scale of business events vary considerably, Huntingdon's offer mirrors that of the “start small, grow later” mentality addressed in the above case study, in that Alconbury Weald has the facilities to host smaller scale events, drawing a moderate number of experts, from the UK and further afield. A Business Tourism strategy with tailored support for the bidding process will build Huntingdon's reputation as an area of specialism in Composites.

### 3. Maximise mutual benefits between Alconbury Weald and Huntingdon

Improving access and connectivity between Alconbury Weald and Huntingdon will have significant benefits:

- **We can provide quality jobs for residents living in Huntingdon:**
  - There is a significant construction pipeline associated with Alconbury Weald. It is anticipated that the full site will take 15-30 years to build out. This means there is a very natural fit between the training available at Cambridge Regional College and iMET on the one hand, and a significant employment opportunity on the other. Urban and Civic, the developers at Alconbury Weald, are keen to support young people into these roles, and offer support for training, as demonstrated with their onsite construction training facility
  - We know that at the moment, those working in Huntingdonshire earn less than those living here (£13.54 per hour vs £14.95).<sup>7</sup> In other words, there is an outflow of more highly paid workers from our district on a daily basis to better paid occupations

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<sup>7</sup> Office for National Statistics Annual Survey of Hours and Earnings 2018 data

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elsewhere. Alconbury Weald is our big opportunity to change this. As more and more companies in hi-tech sectors such as advanced manufacturing, composites, clean tech and life sciences come to Alconbury Weald, we will begin to provide significant levels of well-paid employment on the doorstep of Huntingdon. This will bring more money to those living in the town

- **We can grow the catchment population for Huntingdon town centre.** For the town centre to thrive it needs to draw on a significant population. By making it easier to pop to Huntingdon town centre, we can bring more footfall. The majority of new houses being taken up in Alconbury Weald are by young professional couples and families, with 140 children in the new primary school already. These demographics tend to have disposable income to spend on the high street. In order to attract them, Huntingdon needs an interesting independent offer with a good evening economy – we have heard from social media commentary that residents of Alconbury Weald are looking for more things to do in Huntingdon. Urban and Civic, have made clear their commitment to supporting the high street in Huntingdon by promoting its offer to their residents, so there is every opportunity to make this work for all parties

In the same way creating an attractive residential offer in the town centre is built around providing a mixed-purpose offer, of work, residential, amenities and leisure - successful integration of Alconbury Weald into Huntingdon's economy is underpinned by maximising mutual benefits. It is important to play to the strengths of both areas, enhancing the offer of Huntingdon as a desirable place to work and live.

## Action plan to deliver the Huntingdon Prospectus for Growth

Set out below is the action plan to deliver the Prospectus for Growth, beginning with some immediate short-term actions. Huntingdonshire District Council and Cambridgeshire and Peterborough Combined Authority will seek oversight across the whole programme, supporting with specific actions where appropriate. A list of suggested partners is included in the final column.

Vision section	Intervention	Short term actions (0-5 years)	Medium term actions (5-10 years)	Long term actions (10+ years)	Additional partners
Huntingdon Town Centre	Transform the market square to become a social and cultural hub	<p>Develop a masterplan, in consultation with businesses and the community</p> <p>New signage and wayfinding to establish the town's Cromwell heritage</p> <p>Adopt policies through planning process to encourage cafes and restaurants and build the night-time economy</p> <p>Continue to monitor usage of Huntingdon town centre</p>	<p>Possible relocation of market following new physical market infrastructure (stalls and power supply points)</p> <p>Continue to monitor usage of Huntingdon town centre</p>	Continue to monitor usage of Huntingdon town centre	<p>Huntingdon Town Council (HTC)</p> <p>Huntingdon Business Improvement District (BID)</p>



Vision section	Intervention	Short term actions (0-5 years)	Medium term actions (5-10 years)	Long term actions (10+ years)	Additional partners
	Repurpose underutilised areas to bring more people to live and work in Huntingdon	<p>Develop a masterplan, in consultation with businesses and the community</p> <p>Identifying possible end users for the space</p> <p>Test market demand for different options</p> <p>Engage with landowners and potential developers</p>	<p>Mixed use redevelopment of St Benedict's Court and the Bus Station to provide accommodation, employment space and amenities, leisure and education</p> <p>Softening urban fabric and greening buildings</p> <p>Provide roadside bus bays to replace bus station</p>		Landowners / potential developers
The edge of the town centre	A new riverside quarter	<p>Develop a masterplan, in consultation with businesses and the community</p> <p>Improve signage and walkways to increase pedestrian flows across the river</p>	<p>Work to reduce traffic flow across the Old Bridge</p> <p>Leisure and retail use on ground floor of Tyrell's Marina</p>	<p>Remove traffic flow across the Old Bridge</p> <p>Redevelopment of Purvis Marina</p>	

Vision section	Intervention	Short term actions (0-5 years)	Medium term actions (5-10 years)	Long term actions (10+ years)	Additional partners
	A new station gateway	<p>Develop a masterplan, in consultation with businesses and the community</p> <p>Develop mobility strategy around integrated transport hubs</p> <p>[Ongoing] Removal of the A14 viaduct</p> <p>Designated cycle and walking lanes covering routes into town</p>	Transformation of Brampton Road to boulevard feel by e.g. planting trees	Integrating Cambridge Autonomous Metro into station	
	Remove the ring road	Feasibility study	Gradual phasing out of traffic on the ring road, replacing space with active transport links and access to amenities/accommodation	Full removal of the ring road	Cambridgeshire County Council (CCC)
	An active travel strategy	New cycle and walking path routes and improvements to existing cycleways	<p>Implementation of a clear transport user hierarchy</p> <p>Promotion of a cycling culture through maps, discounts, events, etc.</p>		

Vision section	Intervention	Short term actions (0-5 years)	Medium term actions (5-10 years)	Long term actions (10+ years)	Additional partners
North Huntingdon	The Developing Oxmoor Programme	Develop a clear strategic plan for the Oxmoor estate	Mobilise initiatives with support from HTC, HDC, CPCA		Huntingdonshire Community Safety Partnership  HTC
	Making the most of the new community centre	Develop programme of events with focus on hard to reach groups			HTC
	Encouraging healthy food choices	Explore co-operation between the Grub Hub, the allotment and the Regional College	Improve to access to healthy food choices		Regional College
	Taking a new approach to public services	Provide support for accessing public services  Introduction of on-street WiFi in North Huntingdon, with targeted support for those lacking digital skills			

Vision section	Intervention	Short term actions (0-5 years)	Medium term actions (5-10 years)	Long term actions (10+ years)	Additional partners
Alconbury Weald	Provide improved transport connectivity into Alconbury Weald	Cycling and walking links to connect Alconbury Weald with Huntingdon	An express guided bus connection	Railway station delivered in partnership with Network Rail.  Extension of the Cambridgeshire Autonomous Metro (CAM)	Network Rail
	Further growth beyond the A141	[Ongoing] Huntingdon Transport Strategic Study into capacity challenges  Rescoping of the A141 study to include the Huntingdon Third River Crossing issue.			
	Promote Alconbury Weald nationally and internationally	Continued delivery of housing  Provide more courses and grow uptake at iMET  Development of a business tourism strategy for Huntingdonshire focused on strengths in composites  Leverage new A14 links to Cambridge to promote Alconbury Weald	Continue to attract companies in key sectors through delivery of business tourism strategy		IMET  Urban and Civic

Vision section	Intervention	Short term actions (0-5 years)	Medium term actions (5-10 years)	Long term actions (10+ years)	Additional partners
	<p>Maximise mutual benefits between Alconbury Weald and Huntingdon</p>	<p>Provide quality jobs for residents living in Huntingdon</p> <p>Develop a clearer understanding of what Alconbury Weald residents would like from Huntingdon town centre's offer</p>	<p>Increase the proportion of young people in Huntingdon finding high quality jobs at Alconbury Weald</p> <p>Grow the catchment population for Huntingdon town centre</p>	<p>Fully build out Alconbury Weald Enterprise Zone</p>	<p>Urban and Civic</p>

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