

**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Market Towns Programme – Winter Update

Meeting/Date: Overview & Scrutiny (Performance & Growth) – 7th
December 2022
Cabinet – 12th December 2022

Executive Portfolio: Executive Councillor for Jobs, Economy & Housing

Report by: Corporate Director (Place)

Ward(s) affected: All wards.

EXECUTIVE SUMMARY:

This report provides the 2022 Q4 update on the Market Towns Programme (MTP).

The MTP is an ambitious programme of economic led interventions to support Huntingdonshire's town centres both recover from the Covid-19 Pandemic whilst also looking forward to renewing and reshaping our town centres and high streets for the future in a way that promotes growth, improves experiences, and ensures sustainability. The MTP is underpinned by creating a renewed sense of place, igniting civic pride, and providing attractive new destinations for our residents and businesses alike. The longer-term ambition is to stimulate public and private sector investment, bringing forward future opportunities for jobs and skills.

The MTP is funded through a combination of external funding from the Department for Levelling Up, Housing & Communities (DLUHC), Cambridgeshire and Peterborough Combined Authority (CPCA), Huntingdonshire District Council (HDC) Community Infrastructure Levy (CIL) and National Highways.

This update particularly highlights:

- Consultation activity on the draft masterplans for Huntingdon, St Ives and Ramsey that concluded on 14 November 2022
- Within St Neots, the considerable progress made on the highways projects, enabling the commencement of the detailed design stage, ensuring procurement of contractors to commence in January 2023 and closer working with St Neots Town Council on the Priory Centre.
- Subject to agreement at Cabinet (Under item 4 on UK Shared Prosperity Fund) the release of £155,000 of funding to 14 Towns and Villages to support activities and events to support town centre vibrancy and local retailers.

RECOMMENDATION UPDATE

Cabinet is asked to:

- Note progress on the Market Towns Programme (MTP) over the last quarter.
- Delegate authority to the Corporate Director (Place) in Consultation with the Section 151 Officer, Executive Councillor for Jobs, Economy & Housing and Executive Councillor for Finance and Resources to submit proposals to the Cambridgeshire & Peterborough Combined Authority (CPCA) to fully utilize unallocated CPCA Accelerated Programme funding ensuring the Huntingdonshire allocation is fully utilized by March 2024, subject to CPCA Board approval.

1. PURPOSE OF THIS REPORT

- 1.1. To provide an update on activity across the strands of the MTP, the report also updates on funding opportunities particularly noting activity on the St Neots Fund Future High Street highways related projects, engagement carried out regarding the wider draft masterplans for St Ives, Ramsey and Huntingdon and the imminent external funding opportunities.

2. UPDATE ON MARKET TOWNS PROGRAMME

ST NEOTS PROGRAMME:

St Neots Transport Projects - High Street/Market Square/Road Bridge

- 2.1. Work has progressed at pace with the St Neots' Transport schemes in the last quarter, with progress made in line with the agreed project plan. Following a period of intense activity between July and the end of September work commenced on the detailed design stage in October. Cambridgeshire County Council and WSP have both been re-appointed to progress work from detailed design stage, through to contractor procurement and delivery of the scheme itself.
- 2.2. Further to the resident and stakeholder engagement events which were conducted throughout May 2022, a special briefing was most recently held with St Neots Town Council and ward members during October. An additional briefing for the Town Council and Ward members is scheduled for December, for the purpose of reviewing the first drafts of the detailed scheme designs.
- 2.3. At the time of writing the MTP team have planned a week of engagement activities in St Neots from the 28th of November to the 1st of December 2022. The purpose of which is to inform local businesses, town councillors, market traders, residents and other stakeholders on the progress the transport projects as well as other activities to date and what to expect moving forward. This period of engagement has been widely advertised on social media, with the Town Council, businesses and other stakeholders such as neighbouring Parish Council's being approached directly to book time to meet with the team.
- 2.4. Prior to works commencing, further briefings and updates will be provided to the local community and wider stakeholders via the Council website, social media, and the newly re-launched Market Town Newsletter. Residents wanting to sign up to this will be able to email the team at markettowns@huntingdonshire.gov.uk.
- 2.5. The procurement of contractors is scheduled to start in early 2023. Following the appointment of a scheme contractor, construction will commence in summer 2023 with an anticipated completion date of summer 2024.
- 2.6. The most significant risk for the transport projects is ensuring that the scheme is deliverable within the existing funding envelope. Construction costs in all parts of the economy have increased due to inflation and are forecast to continue increasing in the near future. Whilst we have allocated significant levels of contingency and risk funding to mitigate this issue, we are also investigating options for early contractor involvement in the project. This will be undertaken

as part of a 'buildability' assessment, to sense check and validate cost assumptions, based on contractor's experience of current market conditions.

- 2.7. The type of contract which will be used to procure a construction partner (NEC, type C) will also provide contractors with an incentive to reduce scheme costs by sharing efficiency savings and costs increases with Huntingdonshire District council (HDC). Until procurement has been completed and construction commenced, however, the overall risk associated with construction costs remains significant.

Old Falcon

- 2.8. The Old Falcon is a Grade II listed building and holds a prominent position in the Market Square. The building is privately owned and in a poor condition. If the building is left with no repair works carried out the Old Falcon will eventually fall into further disrepair. We recognise from resident and stakeholder feedback that improvements to the Old Falcon are an absolute priority for the town, but there are many challenges with delivering these much sought after improvements.
- 2.9. HDC has been liaising closely with the property owner to identify viable options for bringing the building back into active use. In consultation with the existing owner a condition survey / structural reports have been completed on the Old Falcon. This provides an up-to-date assessment of the building fabric, identifying internal and external works required.
- 2.10. Following on from this, certain reports have been commissioned to fully understand how best to proceed. We are continuing to work with the existing owner, HDC internal teams, external technical experts and DLUHC to agree how to bring the Old Falcon back into active use. This work is ongoing, and we anticipate seeking cabinet approval in Q4 2022/23.

Priory Centre

- 2.11. The Priory Centre is an important community facility located in St Neots town centre, tenanted by St Neots Town Council. The main functions of the Priory Centre include Town Council offices, meeting rooms, a community café, theatre/performance space and associated bars.
- 2.12. The Council previously commissioned an options feasibility study (by Mott Macdonald) for refurbishment and full redevelopment of the Priory Centre. This work was undertaken alongside a wider visioning of the Priory Quarter and built on earlier works undertaken in the area, especially in relation to flooding. This report helped inform the case for investment as well as the steps now being taken forward.
- 2.13. Our immediate focus is on making improvements to the Priory Centre as a building which is in the direct control of HDC (and its tenant, St Neots Town Council), as opposed to the wider 'quarter,' although funding permitting, we would seek to make minor improvements to the outside space with public realm improvements, which will be addressed in tandem with efforts to enhance access to the Riverside, which was previously referred to as a separate project.

- 2.14.** To this end, we are developing a stronger partnership approach with the Town Council to agree proposals for delivery, including shared objectives. During October, the Town Council established a new 'contact' group to provide feedback and information to the Project Team concerning proposal development. The Town Clerk will also form part of this Project Team, which will be led by HDC.
- 2.15.** Furthermore, the Town Council has informed HDC that they are investigating the purchase of the neighbouring Oast Lounge. This property is complementary in terms of facilities to the Priory Centre. If the Town Council were to acquire this property, this would represent a notable change and accordingly HDC and the Town Council are rapidly revisiting the refurbishment options for the Priory Centre as well as updating costings to take into account the effects of inflation.
- 2.16.** The Priory Centre project benefits from funding via the Future High Street fund, which must be fully spent by March 2024. Consequently, by the end of 22/23 Q4 we intend to gain agreement on the preferred option allowing 12 months to complete detailed design, planning and building regulation approvals and completion of construction and/or refurbishment works.

MASTERPLANNING IN ST IVES, HUNTINGDON & RAMSEY

- 2.17.** The Masterplan(s) for Huntingdon, St Ives and Ramsey were commissioned in the summer of 2021 and have been completed by Tetra Tech. The masterplans set out a range of aspirational concept schemes.
- 2.18.** The draft Masterplans were promoted on the Council's website with residents, businesses and other stakeholders invited to submit their responses. Engagement meetings have also been held with Ward and Town Council members relating to each of the Masterplan towns.
- 2.19.** The consultation on the documents was due to end on the 28th of October, however, was extended to the 14th of November 2022 at the request of St Ives Town Council. Whilst feedback received to date has been generally positive in Huntingdon and Ramsey the responses from St Ives have raised several points. A total of 234 responses were received online, over 30 direct written responses from organisations, groups or individuals and feedback received from 8 briefing sessions attended by Ward Members, Town Councillors and representatives from neighbouring parishes. A full analysis of responses received is currently being produced. This analysis (alongside the final masterplan documents) will be published on the Council's website, after consideration by Cabinet.

ACCELERATED PROJECTS PROGRAMME

- 2.20.** The Accelerated projects programme has successfully delivered several schemes. In St Ives and Huntingdon, projects delivered included improvements to the Public Convenience, Parklets and Electric Vehicle Charging points. In Ramsey, Parklets, Planters and a Modern Waste Solution scheme were also delivered. There are three projects currently in delivery as shown below.

Ramsey Civic Hub

- 2.21.** The Ramsey Civic Hub, which was acquired by the Town Council, is still in delivery. Work commenced on this scheme in July 2022 and is due to conclude in this financial year. The second significant Ramsey focused project within the Accelerated programme, is the Great Whyte pedestrianisation scheme. This is linked to a funding application to the CPCA for the Local Growth Fund project, more detail is provided on this project in para 3.1 and the separate paper on UKSPF (UK Shared Prosperity Fund).

Smarter Towns

- 2.22.** The Smarter Towns project will deliver a standard based Low Power Wide Area (LPWA) network within Huntingdon, Ramsey, and St Ives. This will form the basis for the deployment of Internet of Things (IoT) devices by the council, businesses, and community groups to create a rich data landscape of our market towns that can support business to become more efficient and provide data to help shape we best support our towns. This can include, for example, sensors which can collect data on air quality, pollution, and river levels.
- 2.23.** This project had been paused due to limited staff resources in the summer prior to the appointment of a full programme team. The Market Town Programme team is, however, now fully resourced, and the project recommenced in November. The scheme has funding of £91,300 and will be delivered in partnership with Connecting Cambridgeshire. The Huntingdonshire network will subsequently link into a County wide Smart Towns network. We are currently updating the Project Scope, including identifying and adjusting, where beneficial, sensor locations and communications infrastructure. Full delivery of the scheme will be completed by March 2023.

Wayfinding Project

- 2.24.** The Wayfinding project is a scheme which had been initially developed in 2021/22 but which was not taken forward at the time. HDC has recently decided to recommence work on this project, and Officers have restarted discussions with the main Project Partner, Connecting Cambridge, as to how best to develop and deliver this programme.
- 2.25.** The Wayfinding approach seeks to make best use of the most appropriate information, communication, and technology systems as a means of providing current information to residents, visitors, and other interested parties in Huntingdonshire's Market Towns. Digital screens and infrastructure will be positioned in town centre locations at St Ives, Huntingdon, Ramsey, and St Neots.
- 2.26.** Whilst St Neots was not included in the original Wayfinding project specification, we are proposing that (£60K) unspent funds from the Accelerated Funded Programme is utilised for this purpose, subject to CPCA Board approval.
- 2.27.** Initial work undertaken in 2021/22, prior to the previous administrations, postponement, included discussion with local stakeholders, identification of types and location of 'digital signage' in each of the three towns as well as cost estimates for same. Subject to agreement, this project may be re-commenced. There is an existing £200k budget from within the initial Accelerated Projects award of £1.85m of January 2021, providing a total budget of £260K, utilising underspend elsewhere in the programme.

Unallocated / unspent funding

- 2.28.** In total the Accelerated Fund programme has a confirmed underspend of £260K. In addition, there remains £802K of unallocated funds from this programme. A total of £1.060M is therefore available for reallocation, subject to approval of the combined CPCA.
- 2.29.** Of these funds, the proposal is to re-allocate £60K towards the Wayfinding programme, that was paused in 21/22 Q4 as detailed above in para 2.24. For the remaining balance of £1M, we are in the process of identifying potential schemes within Huntingdon and/or St Ives to be funded and will be considering feedback received from the Master planning process along with wider feedback received from residents, on what is most important to them as part of the development of a new Huntingdonshire Place Strategy, Huntingdonshire Futures. Details of this are available at www.huntingdonshirefutures.net. We will be required to provide the CPCA with proposals for use of this funding by mid-January, for consideration at Board level during March.

3. FUTURE FUNDING OPPORTUNITIES AND DELIVERY:

Local Growth Fund Bid – Ramsey Great Whyte Enhancements

- 3.1.** The submission to the CPCA Local Growth Fund (LGF) seeks capital funding of £1.15 million for an overall project cost of £1.45 million was made in the spring 2022. The project which is contained within the Ramsey Masterplan (Draft) is an innovative initiative that seeks to revitalise the Great Whyte area of Ramsey.
- 3.2.** It consists of two complementary elements (Produce Hub and public realm enhancements) that will significantly enhance the overall physical, economic, and social vitality of this section of the Great Whyte. HDC will lead delivery in partnership with Ramsey Town Council (RTC), Ramsey Heritage Trust and CCC (Cambridgeshire County Council) Highways and will procure design and build contractors.
- 3.3.** As reported previously, HDC submitted a funding application during May 2022 to the CPCA for £1.15M. A report was scheduled to be considered by the CPCA board during October, with a recommendation for approval of this application. Due to an unrelated issue, however, this item deferred to the next Board meeting on the 30th of November. In anticipation of a successful outcome, HDC has begun preparatory discussions with Ramsey Town Council and CCC Highways team. Should funding be secured, a combined Project Team will be established and briefing. consultative meetings will be scheduled with Town Council / Ward members in advance of the formal initiation of the project.
- 3.4.** Revenue funding of £225k has also been allocated to this scheme from the UK Shared Prosperity Fund, as part of the CPCA Investment Plan. The purpose of these funds is to provide resources to operate, manage and promote the Produce Hub to potential occupants. These funds will be programmed for spend in 2023/24 and 2024/25.

UK Shared Prosperity Fund

Vibrant Communities

- 3.5. The CPCA investment plan, drawing on the UKSPF, was submitted to Central Government in August 2022. This included several projects to be delivered across Huntingdonshire. Two UKSPF activities are of relevance to the MTP. The first is the use of funding to support the Ramsey LGF bid, highlighted in para 3.4 above. The second is the bringing together of Vibrant Communities (£90K) and Visit Huntingdonshire (£75k) into a single new project.
- 3.6. Whilst we have not yet received confirmation from Government to commence delivery, we are preparing to do so as soon as this is confirmed. To this end we will work with local organisations, including for example, Town and Parish Council's, Business Improvement Districts and others, to develop project proposals that can rapidly begin delivery.
- 3.7. The total funds available within the Vibrant Communities theme is £155,000, of which £20,000 is capital and the remaining revenue. £40,000 revenue and the £20,000 capital are scheduled to be spent in 2022/23 (subject to confirmation from Government) with the remaining balance to be spent during 2023/24. Funding will be allocated to settlements (representing towns/large villages) as identified in Huntingdonshire's current Local Plan and population bands, as per Table 1 and 2 below.

Table 1 – Funding bands

Population band	Funding allocation
0 to 5,000	£5,000
5,001 to 15,000	£10,000
15,001 and above	£20,000

Table 2 - Individual allocations

Location	Funding allocation
Kimbolton	£5,000

Buckden	£5,000
Fenstanton	£5,000
Little Paxton	£5,000
Somersham	£5,000
Warboys	£5,000
Brampton	£5,000
Sawtry	£10,000
Godmanchester	£10,000
Ramsey	£10,000
Yaxley	£10,000
St Ives	£20,000
Huntingdon	£20,000
St Neots	£20,000
Total allocated	£135,000

3.8. HDC will work with partners in each location to develop a Delivery Plan based on a simple proforma. The main requirement for approval of this Plan is that it must be aligned with the approved UKSPF Investment Plan. The small amount of capital funding available, is not included in the above allocations. These funds will be allocated through the Plan development process based on need and impact.

Eligible activities include:

3.9. Funding to support events (arts, culture, skills, seasonal & environmental events) in town centres and large villages as part of a wider package of activity to increase up footfall. Visitor economy promotion to build on increased footfall and tourism achieved through Welcome Back Fund. Promotion of existing farmers and artisan markets; further development of a new high street pop-up retail experience to enable home-based makers to highlight their products on a rotating and short-term basis. This supports new businesses to have a physical platform to launch their brands without the associated cost-prohibitive retail costs. Marketing and promotion of the countryside, heritage assets, waterways, and sporting activities of the district to drive footfall and tourism.

4. FINANCE UPDATE

4.1. The overall sources of confirmed funding for the MTP are shown below in Table 3. All funding identified below has been secured and is subject to contractual obligations and must be spent within the agreed guidelines and allocations only. This paper talks about a number of new funding streams, these will only be included in the below once funding has been confirmed. The

next quarterly update will, for the first time show levels of expenditure against external funds available.

- 4.2. Where CPCA funding is being proposed for reallocation within this report, it should be noted it is subject to approval by CPCA.
- 4.3. In addition, to the funding shown below, we have received confirmation that Cambridgeshire County Council anticipate spending circa £250K in St Neots to support highways improvements. This is funding that would have been spent even if there wasn't a St Neots programme, but this work will be scheduled as part of the overall St Neots transport projects.

Table 3: Overall MTP funding sources

Market Towns Regeneration		
St Neots Regeneration - Sources of Funds	£	Comment
Future High Street Funds (MHCLG now DLUHC)	£3,748,815	Formalised June 2021
HDC Community Infrastructure Levy (CIL)	£4,829,943	As per HDC Cabinet decisions
CPCA	£3,100,000	As per Funding Agreement (Dec '21)
National Highways	£3,493,218	As per decision in November 2021
Sub-total	£15,171,976	
CPCA Market Towns Initiative (Huntingdon, Ramsey, and St Ives)	£3,000,000	(Accelerated delivery £2.652M, Master planning £0.3M, Footfall cameras £42k).
Sub-total	£3,000,000	
TOTAL	£18,171,976	

5. ENGAGEMENT & CONSULTATION

- 5.1. **St. Neots:** At the time of writing a week of engagement is to be held w/c 28th November in St Neots town centre to update and discuss the Transport schemes with residents, visitors, and businesses. This includes the MTP team working from St Neots itself (at the Priory Centre) between Monday and Wednesday and being available for discussions with businesses and community groups. On the 1st of December, the MTP team will also attend the

St Neots Market providing information on the latest plans and schedule for delivery to enquirers. Information concerning activities and project designs /proposals will also be available online, via social media and through a dedicated newsletter for residents, businesses, and other interest parties. A further briefing update will be provided to St Neots Town Council and HDC ward members in December, following completion of these activities.

- 5.2. Masterplans:** Engagement has taken place from August 2022 to the 14th of November 2022 on the masterplans for St Ives, Huntingdon, and Ramsey. The consultation period was extended from the end of October at the request of St Ives Town Council. In this period, briefing meetings with Councillors and Councils across Huntingdonshire (including wider rural communities) have been held concerning the masterplans. An analysis of consultation responses is being prepared currently.

6. COMMENTS OF OVERVIEW & SCRUTINY

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

7. KEY IMPACTS/RISKS

- 7.1.** There are several risks associated with delivering an ambitious programme of this size and complexity, the notable risks are:

7.1.1. Budget management risk

The projects that sit within the MTP are at various stages and therefore, as options work progresses and high-level costings begin to emerge, we continue to review the individual projects viability and programme impacts, identifying any areas of risk. The construction industry has seen materials and labour costs significantly increase in cost over the past 12 months. Inflation continues to increase. Therefore, as we move from design into delivery any decisions on proposed options will require agreement that they can be funded within the approved Market Towns programme budget. Mitigation: We will continue to monitor the programme funding profile and anticipated spend against budgets, updating to Cabinet on a quarterly basis. We will also seek to engage Contractors as part of an early-stage pre-procurement process to assess 'buildability' and a sense check of construction costs based on current market activity. The MTP team continue to provide regular updates to funding bodies, briefing them on estimated costings, risks, issues and inter-dependencies.

7.1.2. Programme Timescales risk

This is an ambitious programme of delivery, with the funding for St Neots of £3.748m from the FHSF required to be spent by March 2024. The CPCA funding of £3.1m also has a deadline of March 2024, they recognise the strategic importance of this programme, and it is anticipated there will be some flexibility in the delivery timescales. National Highways have also indicated that they expect their funding of £3.49m to be spent by September 2024. Mitigation: The detailed programme plan covering feasibility, design and delivery phases, will

be continually reviewed ensuring focus remains on hitting funding milestones, claim dates and delivery milestones. The MTP team continue to provide regular updates to funding bodies, briefing them on progress, risks, issues and inter-dependencies.

7.1.3. Programme Resources risk

The MTP requires different skills, expertise, and external technical support at various stages of the project delivery. The programme itself has multiple projects which must be managed simultaneously identifying all interdependences across the programme. There is significant internal and external stakeholder management and detailed consultation with partners and resident/ business groups. This could result in competing priorities across organisations that will require careful consideration. Mitigation: As part of the project a detailed resources plan and communications strategy with stakeholders has been developed to ensure the management of expectations and information being shared in a timely manner. The HDC's website is regularly updated with the progress across the core programme sites, more time is being invested in engaging stakeholders, a greater presence on social media and re-vamp of the newsletter.

7.1.4. Reputational risk

The MTP is a high priority for the Council and therefore monthly reporting, governance and timely decision making are critical to ensure that the programme is successfully delivered. Mitigation: The programme governance and reporting lines will be continually monitored throughout the next 12 months to ensure that the key programme milestones are managed and achieved.

7.1.5. Changes to Planning Legislation risk

Recognising the Government's ambition to overhaul the planning process, through the lifetime of this programme such changes may result in delays to the process. Mitigation: This situation will be continually monitored, and any impact will be reported to on a quarterly basis to Cabinet.

A full MTP programme risk register is in place along with individual project risk registers.

8. LINK TO CORPORATE PLAN 2022-2026

8.1. The delivery of the MTP aligns to HDC's Corporate Plan which sets out the Council's objectives, key actions, and performance measures, the recently revised 2022/23 Corporate Plan is a transitional, interim plan at the start of a new four-year administrative term. The Council's objectives are:

- Enhancing employment opportunities and supporting businesses
- Supporting the needs of residents
- Improving the housing situation
- Strengthening our communities
- Tackling climate change and caring for the environment

9. LEGAL IMPLICATIONS

- 9.1.** The Council, based on previously successful funding bids and Cabinet decisions has entered into several grant agreements with associated delivery and outputs frameworks. These are outlined in the Cabinet paper of Summer 2022.
- 9.2.** All Funding Agreements and contracts are subject to review by HDC legal team and senior officers and members as appropriate. Over the next quarter it is anticipated that several Funding Agreements / Contracts may require legal review.
- 9.3.** The LGF funding bid (as noted above) does not place the Council under any legal obligation. Should this be successful the CPCA will communicate the details of the grant agreement. Legal advice will be sought to support this as required.
- 9.4.** As noted above, consideration of procurement and commercial arrangements in relation to the St Neots Transport (HDC / CCC / Contractors) have commenced. These will be progressed in the coming weeks.
- 9.5.** There will be a requirement for ongoing legal input to support the further development of project options, these may include the Old Falcon and Priory Centre. Other areas include future land and property advice relating for example to acquisitions and may be required should there be any contractual disputes. Noting there are none currently within the programme.

10. EQUALITIES

- 10.1.** The Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 10.2.** Good planning and effective regeneration can improve environments and opportunities for communities experiencing disadvantage. Planning which does not engage with or consider the needs of local communities is unlikely to improve their life chances and may further entrench area-based disadvantage.

11. ENVIRONMENTAL

- 11.** The Council has a duty to ensure we continue to promote an environmentally positive recovery in Huntingdonshire following the impacts of COVID 19. We also have a duty to deliver sustainable place making. In December 2021, the Council adopted a core set of environmental principles which the new Administration are intending to review and further develop.
- 11.2.** The Council has direct control of only a tiny proportion of all the carbon emissions within Huntingdonshire, but we can adopt a key role to influence the district, demonstrating good practice whilst setting policies and strategies to

influence businesses and communities to tackle climate change whilst enabling sustainable living and growth. These principles are embedded within the MTP.

12. APPENDICES

N/A

BACKGROUND PAPERS

Report to Cabinet (FHSF) 13th February 2020 can be found [here](#)

Report to Cabinet (FHSF) 28th July 2020 - EXEMPT

Report to Cabinet (Market Towns Accelerated Programme) 18th March 2020 can be found [here](#)

Report to Cabinet (FHSF) 23rd. February 2021 can be found [here](#)

Market Towns Programme Spring 2022 Update to Cabinet, 17 March 2022 can be found [here](#)

Market Towns Programme Summer 2022 Update to Cabinet June 2022 can be found [here](#)

Market Towns Summer 2022 Update to Cabinet September 2022 can be found [here](#)

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