

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Market Town's Programme Update (MTPU)

Meeting/Date: Overview & Scrutiny (Performance & Growth)
4th December 2024

Cabinet – 10th December 2024

Executive Portfolio: Executive Councillor for Economy, Regeneration & Housing

Report by: Regeneration & Housing Delivery Manager

Ward(s) affected: All

Executive Summary:

This report provides the Winter 2024 update on the Market Towns Programme (MTP).

The MTP is an ambitious programme of economic-led interventions to renew and reshape our town centres and high streets in a way that promotes growth, improves experiences, and ensures sustainability in the future, it therefore supports the Huntingdonshire Futures Journey of Pride in Place and the Corporate Plan by creating a better Huntingdonshire for future generations.

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.

Recommendation(s):

The Cabinet is asked to:

- Note contents of report and delivery progress concerning the Market Town's Programme and related activities.

1. PURPOSE OF THE REPORT

- 1.1 To provide an update on activity across all strands of the Market Town Programme.

2. RAMSEY TOWN CENTRE ENHANCEMENT

- 2.1. The Ramsey sub programme comprises of three linked activities, which include:
 - The pedestrianisation of a focused area within the Great Whyte area of Ramsey town centre.
 - The development of up to six 'shop in a box' small retail units in this pedestrianised location.
 - Improvements to the Mews Close car park to mitigate street parking loss and improve the visitor experience.
- 2.2. The Council has undertaken an in-depth engagement exercise with businesses and residents of Ramsey to gain their views on potential improvements as part of the three project areas listed. A number of different project ideas were presented at in-person events on the 26th and 27th September, which were attended by over 200 people. An online consultation based on a set of survey questions was also operated between the 26th September and 17th October. 300 online survey responses were completed during this time.
- 2.3. We are currently reviewing the responses provided, with the intent to adjust and improve project proposals. Most of the responses provided were positive and in support of the improvements suggested. Where residents/businesses objected to specific project ideas, this was mostly focused on parking issues and ensuring parking is close to the core of the town centre, including disabled parking spaces. Several comments highlighted the need for quick turnaround spaces for those using local takeaways, for example.
- 2.4. Following completion of this process, HDC will develop a preferred scheme. This scheme, comprised of the three projects detailed, will be subject to a further consultation process, as part of a formal planning application for specific elements of the scheme in early 2025.
- 2.5. As previously reported, we intend to improve Mews Close Car Park as an enabling project to offset the loss of spaces within the Great Whyte and before any other works proceed. This may include resurfacing, improvements to the car park access and remarking of bays. The current parking layout is inefficient and with improvements we will potentially be able to increase the car parking capacity. The initial target for works commencing was January, however, this will be subject to access arrangements and whether this will require some form of development management consent.

- 2.6. In parallel to the physical improvement projects, HDC is also working to provide business support to Ramsey traders as part of the UK Shared Prosperity Fund programme (reported upon separately). To date, seven businesses have received additional training and support towards improving business performance.

3. HUNTINGDON AND ST IVES PROGRAMME

Cattle Market Living Wall, St Ives

- 3.1. HDC has developed a new 'Living Wall' project in St Ives. The purpose of the project was to improve the setting of the bus station and the adjacent Cattle Market area, using planting as part of a wall structure. The existing fencing was in a dilapidated state of repair and was primarily made up of corrugated metal, and timber fencing.
- 3.2. Work on the Living Wall was started in November and took two weeks to complete. The improvements have been received very positively by residents and local businesses in the area. Whilst the Living Wall was designed to require minimal maintenance, any maintenance will be overseen by HDC at minimal cost by the Operations team, when they are already in the area .
- 3.3. Before and after images of the Living Wall are included in appendix A.

Cromwell Museum expansion, Huntingdon

- 3.4. HDC is working closely with Huntingdon Town Council and Cromwell Museum to support the acquisition of new premises, in which the Museum can expand its significant and internationally recognised collection into.
- 3.5. The Cromwell Museum occupies the historic former school building attended by Oliver Cromwell, in Huntingdon Market Square. HDC is providing funding via the Market Town Programme to purchase 7 to 8 Market Square, located opposite the existing Museum building.
- 3.6. Following a detailed due diligence process, which identified remedial works that would be required, in addition to the suitability of the building for a new expanded Museum facility, Huntingdon Town Council voted at an extraordinary meeting on the 8th November 2024 to proceed with the acquisition.
- 3.7. The due diligence work played a key role in identifying risks associated with the property and the remedial works required, so that the Town Council could make a fully informed decision. Additional surveys were also utilised to secure a significantly reduced purchase price, balancing against the cost of the remedial works required.
- 3.8. Huntingdon Town Council is proceeding with the acquisition, after which a 99-year lease at a peppercorn rate will be put in place with Cromwell Museum. The Museum will be responsible for developing proposals for the new expanded Museum and securing the necessary funding. This project is expected to be of a significant scale requiring up to £3 million in funding. Positive discussions have already been held with the Heritage Lottery

Fund in anticipation of a funding application being submitted for the project to secure the majority of funds required.

- 3.9. The existing Museum building will be retained as part of a linked Cromwell Museum, utilising both properties. As part of the funding agreement with the Town Council there is a provision preventing the resale of this property without consent by Huntingdonshire District Council.

4. SHOP FRONT GRANT SCHEME – ALL MARKET TOWNS

- 4.1. The Shop Front Grant scheme is now closed to all new applications. The scheme has been successful, allocating over £250,000 of funds to businesses within the four main market towns and across the district, as part of an expansion of the programme.
- 4.2. All funds have either been fully spent or allocated to grant applicants. Work is now focusing, before the project fully closes in March 2025, on supporting the remaining schemes through the planning process (where applicable) and onto final works being completed. A summary of grants allocated, and locations is included before for reference:

Grants allocated (as of 8th October):

	Huntingdon	St Ives	St Neots	Ramsey	District	Total
Applications	18	21	22	10	9	80
Award numbers	15	15	9	6	7	52
Reject numbers	2	6	13	4	2	27
To be reviewed	1	0	0	0	0	1
Grant award	£68,341	£39,711	£50,936	£14,850	£20,985	£194,823
Total cost of works	£82,183	£55,846	£108,165	£23,800	£25,596	£295,589
Completions	8	7	3	2	0	20
Paid Grants	£31,185	£19,041	£13,799	£4,650	0	£68,675

5. DIGITAL INFORMATION SCREENS – ALL MARKET TOWNS

- 5.1. HDC continues to work towards delivery of the Digital Information Screens with our delivery partner Trueform.
- 5.2. HDC Officers have visited the manufacturing plant where the screens are being built and have assessed the first screen to be manufactured. Following initial feedback to Trueform, work is proceeding on improving how the screens function, including software and general trouble shooting.
- 5.3. Once HDC Officers are satisfied with the screen functionality, the full set of Digital Screens will be completed by Trueform, ahead of installation in the agreed locations.
- 5.4. HDC is also continuing to work with St Ives, Ramsey, St Neots and Huntingdon Town Councils and Huntingdon BID on finalising screen

content. Business databases for all four locations have been developed alongside information on events and local areas which will form the information content.

- 5.5. We have encountered some delays due to utility issues in relation to the power supply to the screens, but, we are working through these and whilst this may extend installation into early 2025, we expect to complete the project satisfactorily and within funding timescales.

6. ST NEOTS

Priory Centre

- 6.1. Refurbishment and expansion of the Priory Centre is one of the most significant projects within the Market Town programme. It will deliver major improvements to the Priory Centre, which will enable it to offer a much broader range of services and facilities in a vastly improved setting.
- 6.2. In September, HDC secured planning consent for an extension of the building, which, along with other major internal refurbishment work, will expand the Centre's capacity and financial sustainability. We have also identified a preferred contractor, following the completion of a thorough contractor procurement process.
- 6.3. Following the achievement of planning consent HDC has been working with our architects to complete the necessary work to discharge the pre-commencement planning conditions, which are required before work can commence on the building. We have also been reviewing all works required to mitigate risk and delays for the project, this is the same approach that was taken for the Town Centre Improvement Project. More recently officers have been working with the contractor to finalise all scheme elements and costs, in advance of the main works beginning on site in January 2025. It should also be noted that there will be enabling works ahead of this, during December, to prepare the Centre. This will include removal of internal fixtures and fittings.
- 6.4. We are currently working with the Town Council as part of the final budget setting process and once costs are confirmed, we will present these and also updated leasehold arrangements to the Town Council. It is expected that final decisions on these matters will be taken by the Town Council during December 2024.

Energy Feasibility Study

- 6.5. HDC has been ambitious with the Priory Centre project, and this has also extended to improving energy sustainability for the building. We have developed a scheme which significantly improves energy efficiency through new windows, insulation and building systems.
- 6.6. We have also commissioned, in parallel to the main design work, an energy feasibility study to consider options for more sustainable energy provision. Whilst we are already aware from earlier research that the

electrical capacity of this location is limited, the energy study has a wider remit to not only consider electrical supply but also to inform and enable a move to more sustainable energy sources more broadly at the site. The study also integrates the neighbouring Oast House and Library, in addition to the Priory Centre.

- 6.7. As the Priory Centre is at a riverside location, we wish to fully explore harnessing this asset through a water sourced heating pump (WSHP). A WSHP system has major potential advantages over an air sourced heating pump (ASHP). Most notably, river water temperatures are more stable than air temperatures, so the WSHP can operate more efficiently than air-source systems, as it has a reliable heat source in winter and a heat sink in summer.
- 6.8. Whilst we had hoped to complete the energy feasibility study during 2024, our initial work has confirmed a requirement for up to 12 months of consultation and engagement with the Environmental Agency.
- 6.9. Notwithstanding the issues concerning wider electrical capacity and budgetary constraints, this extended engagement schedule means it is not possible to deliver a heat pump of whichever type identified as optimal by the study during the main construction phase of the Priory Centre project.
- 6.10. Consequently, and subject to the outcomes of the Energy Feasibility Study, if an ASHP/WSHP is recommended for the Priory Centre (and potentially supporting the Oast House as well if WSHP), this will necessarily form a separate project. It would follow on from completion of the Priory Centre, subject to funds being secured for delivery.
- 6.11. To ensure that the Priory Centre can transition to an ASHP system in the future, we have ensured that the design for mechanical and electrical plant infrastructure, as part of the current improvement scheme, can accommodate both the existing gas-based supply and also an ASHP system, once this has been confirmed as feasible.
- 6.12. The future proofing of the scheme plant design will ensure that any subsequent conversion to ASHP can be accommodated quickly and efficiently, with minimal adjustments to the Priory Centre's systems and infrastructure.
- 6.13.** Whilst 6.11 and 6.12 relate purely to ASHP, insulation and heating systems would also be compatible with a WSHP, although they would require further design work to connect to the building as we cannot anticipate in advance what the required specification would be.

Old Falcon

- 6.14. Work towards securing a policy compliant planning consent is proceeding satisfactorily on the Old Falcon. Once in place, planning consent will

enable the current owner to bring the building back into productive use for the benefit of St Neots town centre.

- 6.15. The planning application was submitted at the end of September 2024 and has now been validated. The project team, which includes Officers from across the Council and external advisers, has worked very closely with the Planning Authority and key consultees including Historic England and HDC Conservation and Urban Design Officers.
- 6.16. The scheme designs have been well received by these parties, in addition to enjoying broader support from the public. During this Summer, the project team shared information concerning the planning application designs with members of the public as part of an engagement event in the Market Square. Local members and the Town Council have also been consulted as part of this process. The proposals have received widespread support in these engagements.
- 6.17. Subject to planning consent being secured, HDC will continue to work with the owner towards bringing forward the regeneration of this important building.
- 6.18. As an interim measure, works to the building façade are being programmed by HDC in partnership with the building owner. A contractor has been selected to undertake improvements including repainting, removing vegetation from guttering and providing new covers to windows and doors, to provide the Old Falcon with a fresh look that gives the appearance of the building being in active use. The completion of these works is being coordinated with the wider Market Square works.
- 6.19. In terms of biodiversity, an emergency Bat license has been submitted to Natural England, this is to remove the bats from the building and enable the closure of any holes, as well as enabling the owner to repair the gable end. The project team are working with HDC Biodiversity to relocate the bats to bat boxes across the other side of the river.

Town Centre Improvements

- 6.20. The project is being delivered by Taylor Woodrow and HDC Officers are being supported by Cambridgeshire County Council in a project management capacity as the Highways Authority.
- 6.21. The contract with Taylor Woodrow was for a 60 week build period, completing at the end of March 2025. At an early stage in the scheme, we aimed to be able to have completed works in the Market Square prior to Christmas 2024, though made clear this was highly ambitious and far from clear it would be possible. Unfortunately, as was advised in our last update, the identification of an unknown and unidentified cast iron service main in the ground underneath the square prevented us from achieving this ambition.
- 6.22. The identification of the cast iron main required manual rather than mechanical excavation which increased time on this activity and was more

impactful than initially hoped, requiring a significant redesign of the underground drainage system. This could have culminated in a delay to the original programme of up to 16 weeks. Officers worked with Taylor Woodrow to replan the programme of works and bring forward activity on the High Street and Bridge, to limit the impact on the wider programme, including introducing working on Saturdays; although we are now aware that this has not prevented implications on timing for the wider project. The team's main concern at all times has been public and contractor safety.

6.23. Over the last several weeks HDC Officers have requested further reprogramming of the project to fully understand the implications of this work around. Whilst we were hoping that the works on the Market Square could complete earlier (January 2025) than the contracted project completion of 31st March 2025, this has not been possible. The project team have successfully mitigated the potential 16 week delay caused by the issues earlier in the year by bringing forward other elements of the project instead (such as the works on the High Street). This ensured the overall project completion date has slipped as little as possible, and has minimised any extension to the works and disruption this could cause. However, this has come at the cost of not being able to complete the Market Square element of the works by January 2025 as initially hoped.

6.24. The current predicted date for completion by the Contractor is now April 2025, rather than the contracted date of March 2025. This takes into account the issues that have been found, on top of the complexity and scale of the project, and recent supplier delays on materials (rain garden blocks). Whilst the project has up to now been able to manage changes brought about by weather events (including periods of very heavy rain), it is important to note that the current date does not take into account a potential severe weather event taking place over the winter. Given that the project is fully outside, an event of this nature could impact this date further. This is an inevitable uncertainty with a project of this nature.

6.25. In terms of specific work completions, and upcoming works in the next period:

- The north side rain garden construction is in progress (two complete, one left to build) and paving works progressing at pace.
- On schedule to open north side by the end of November and begin construction on south side.
- Enabling works to have been completed on south side between market days, which we expect will speed up works on south side versus north.
- South side footways, footway/loading bay outside Old Falcon and most vehicle accesses repaved.
- High Street/New Street resurfacing is complete.
- Huntingdon St crossroads new crossing and footway improvements complete except new guard rail on SW corner have been completed.
- Bridge footways and New St crossroads footways works to take place after Christmas.

Performance Stage

- 6.25. HDC continues to work with stakeholders on developing design options for a new Performance Stage that could be located in the Market Square. As noted in previous reports, the initial feasibility stage is being managed by HDC; however, should a decision be made for the project to proceed to detailed design and delivery, it is anticipated that St Neots Town Council would take over its management. HDC Officers would continue to support the Town Council in this regard.
- 6.26. The project was originally endorsed for initial development in 2023 by the St Neots Masterplan phase 1 steering group. This steering group comprised of representatives from the Town Council, community and business groups, and was the consultative forum used previously for developing regeneration proposals for St Neots town centre.
- 6.27. A stage 1 engagement and design draft report was previously completed for the project. Within this report, three design concepts were developed based on varying principles and design approaches. A stage 2 user focused workshop was held on the 5th November 2024, and a public engagement event was held at St Neots Market on the 7th November 2024. The online consultation remained open until the 5th December.
- 6.28. The purpose of the workshop and public engagement event was to receive feedback on the further design options developed. This information, alongside input from partners and design specialists, will be used to produce a final report. This report will also include costings for each of the design options.
- 6.29. Upon completion of the report, we will reach and enabled a decision point on whether to proceed, and if so, with which design option. The decision on whether or not to proceed with the project, and any engagement required to inform this decision, will rest with St Neots Town Council, as the Town Council would necessarily be responsible for managing and maintaining any stage structure developed. Should the project not be taken forward for detailed design and delivery, both HDC and St Neots Town Council would consult with CPCA on potential options regarding the remaining funding earmarked to support it, which was previously unspent and due to be returned to CPCA at the point we secured agreement to repurpose towards this project.
- 6.30. On this point, it should be highlighted that there are significant questions remaining around cost, practicality, and conservation/heritage/planning impact on the Market Square. A measure of caution should therefore be exercised when anticipating whether the project will proceed to delivery, or alternative options will need to be considered to help the Market Square to be a focus as a cultural and civic hub. The views of Town Council

members, given their greater role in the next stages of the project, will naturally be critical to this.

Public Art

- 6.31. This project is funded from the Market Towns Programme budget and is being delivered directly by St Neots Town Council. The role of the District Council in the project is to monitor project delivery by the Town Council and to report progress to the CPCA as the funding body.
- 6.32. The project has moved through its initial stage with the appointed contractors undertaking consultation and engagement work as part of developing specific themes and options for the basis of the artwork. The appointed contractors are in the process of working with a Working Group of the Town Council to agree the chosen theme and medium on which designs/options will be progressed for consideration by the Council.
- 6.33. 25% of the funds available have been paid to the contractor to deliver this first stage. A further 25% of the funds are due to be paid to the contractor to start delivery of specific artwork and designs based on the agreed themes and mediums. The remaining funds would be paid on completion of the artwork.

7. FINANCE UPDATE

Funding source	Grant secured	Spend to date	Balance
1. St Neots Regeneration			
Future High Street Fund	£3,748,815	£2,395,862	£1,352,953
Community Infrastructure Levy	£4,830,000	£0	£4,830,000
CPCA	£3,100,000	£491,526	£2,608,474
National Highways	£3,493,218	£3,493,218	£0
CPCA Masterplan phase 1 (legacy)	£260,000	£100,000	£160,000
Funding totals	£15,432,033	£6,480,606	£8,951,427

Funding source	Grant secured	Spend to dare	Balance
2. Huntingdon & St Ives			
CPCA Masterplans & Accelerated Funding (*post change control March 2023)	£802,150	£414,041	£388,109
Funding totals	£802,150	£414,041	£388,109

Funding source	Grant secured	Spend to dare	Balance
3. Ramsey			
Local Growth Fund	£1,153,525	£0	£1,153,525
UKSP (revenue)	£221,000	£45,548	£175,452
CPCA Accelerated Funding (legacy)	£295,000	£41,274	£253,726
Funding totals	£1,669,525	£86,822	£1,582,703

Funding source	Grant secured	Spend to date	Balance
4. Programme total			

All funding sources	£17,903,708	£6,981,469 £1,878,635 expenditure (or 10.5% of total budget) since previous report in July 2024.	£10,922,239
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10.COMMENTS OF OVERVIEW & SCRUTINY

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

11.KEY IMPACTS / RISKS

BUDGET MANAGEMENT RISK

- 11.1. The projects that sit within the MTP are at various stages and therefore, as work progresses to detailed level, cost reliability and accuracy increases, the level of risk is more certain.
- 11.2. One of the most significant elements of the MTP was the St Neots Town Centre Improvements. The tender process for this resulted in costs being confirmed at a significant cost saving compared to previous estimates. This lowered the risk for this project and the programme overall significantly.
- 11.3. The Priory Centre project currently presents an elevated risk level in cost terms. As another construction-based scheme it is likely to be affected by the significant inflation this sector has experienced in the two years. HDC has recently confirmed a preferred contractor for the works. We will work with the contractor to finalise scheme costings, and if necessary, will seek to value engineer the scheme components to ensure the scheme is deliverable within current budget.

PROGRAMME RESOURCE RISKS

- 11.4. The MTP requires different skills, expertise, and external technical support at various stages of 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.
- 11.5. 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 promptly. 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 revamping of the newsletter.

REPUTATIONAL RISKS

- 11.6. The MTP is a high priority for the Council, so monthly reporting, governance and timely decision-making are critical to ensure the programme is successfully delivered. A further key element is having in place a well-planned Communications Plan. This is monitored weekly and designed to be proactive, looking ahead several months for potential issues for which communications and publicity are important tools for resolving.
- 11.7. Further to this, the programme governance and reporting lines will be continually monitored to ensure that the key programme milestones are managed and achieved. A full MTP programme risk register is in place along with individual project risk registers. Given the size and complexity of the MTP it features on the Council's Strategic Risk register, along with the mitigating actions.

LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES, AND/OR CORPORATE OBJECTIVES

- 11.8. The delivery of the MTP is aligned with the principles and key objectives of the HDC Corporate Plan, specifically it links to:
- Priority 2: Creating a better Huntingdonshire for future generations, through Forward Thinking Economic Growth

12. CONSULTATION

- 12.1. Within the reporting period, it should be noted that a non-statutory engagement or consultation event has been undertaken concerning the Ramsey Great Whyte project (see paragraph 2.2). 300 online surveys were submitted, whilst approximately 200 people visited an in-person exhibition. The responses are currently being reviewed and will be used to inform the preparation of a preferred scheme design and deliverables.

LEGAL IMPLICATIONS

- 12.2. This programme contains multiple projects where legal advice and guidance is required as part of project delivery. Project Staff will liaise with the Legal Services Manager as required to ensure appropriate legal oversight and advice if provided when relevant.

RESOURCE IMPLICATIONS

- 12.3. The MTP Project team is currently fully resourced in staffing and budget terms to deliver the MTP programme as set out.

EQUALITIES

- 12.4. 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.
- 12.5. 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.

ENVIRONMENTAL

12.6. 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. In October 2022, the Council passed a Cost of Living and Climate Change motion that recognises that the current cost of living, and climate crises require joint attention to support the wellbeing of residents and businesses. In February 2023 Council formally recognised the Climate Crisis and Ecological Emergency, adopted the Council's Climate Strategy underlining the organisations commitment to:

- setting a positive example through its actions to be a net carbon zero Council by 2040
- an enabler supporting action within our communities and across our partners.
- an encourager to those that live, work, and visit Huntingdonshire to take climate action and reduce carbon emissions.

12.8. 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.

LIST OF APPENDICES INCLUDED

Appendix A: Before and after images – St Ives Living Wall

BACKGROUND PAPERS

- Report to Cabinet (FHSF (Future High Street Fund)) 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 Programme Autumn 2022 Update to Cabinet September 2022 can be found [here](#)
- Market Towns Programme Winter 2022 Update to Cabinet December 2022 can be found [here](#)
- Market Towns Programme Spring 2023 Update to Cabinet March 2023 can be found [here](#)
- Market Towns Programme Autumn 2023 Update to Cabinet October 2023 can be found [here](#)
- Market Towns Programme Winter 2023 Update to Cabinet December 2023 can be found [here](#)
- Market Towns Programme Spring 2024 Update to Cabinet April 2024 can be found [here](#)
- Market Towns Programme Summer 2024 Update to Cabinet April 2024 can be found [here](#)

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