

A VISION FOR

HUNTINGDON HUNTINGDONSHIRE

JUNE 2023



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INTRODUCTION

The aim of this document is to set out the context and the socio-economic case for change for Huntingdon, identify individual projects to potentially help towards this case for change. And finally look at how these projects can be delivered.

In more detail here is how this document is structured:

- **Context** – this section looks at setting the scene in terms of current situation, policy summary and vision for Huntingdon.
- **Socio-economic Case for Change** – this section sets out the socio-economic case, looking into more detail at the human capital, place, infrastructure, business growth, knowledge, ideas, sustainability, and the impacts of Covid-19.
- **Options Assessments** – this section provides details of opportunities which address the needs of the town centre identified through the Baseline Assessment.
- **Project Assessment** – this section provides details on strategic fit, need, impact, viability, cost, deliverability, and risk. The result from this assessment produces the benefit cost ration for the individual projects.
- **Delivery Strategy** – this section sets out the design delivery to increase the individual projects deliverability.

This Vision document presents the case for change including the key projects that can help to regenerate Huntingdon and promote growth, enterprise and a renewed and enhanced public realm and townscape. The projects are illustrated and the key financial and economic outputs reviewed. A delivery strategy is under preparation at this time.

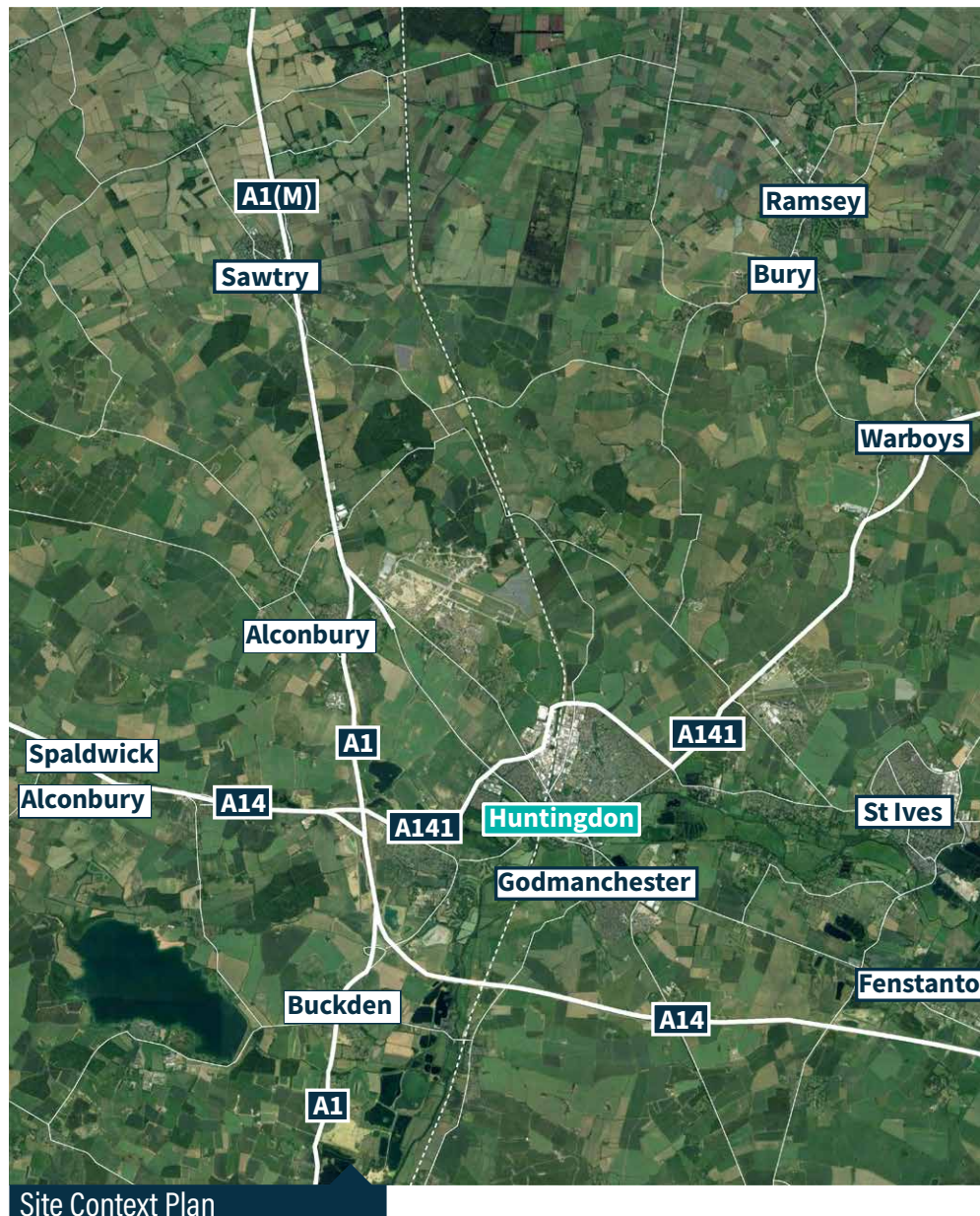


CONTEXT

Situation

Huntingdon is a historic, mid-sized market town, covering 1,119 hectares and with a population of 23,732 inhabitants (Census, 2011). It has a number of heritage assets, including the Cromwell Museum, Hinchbrooke House, and its Town Hall. It is the administrative centre of Huntingdonshire District Council and functions as the primary shopping centre for the District.

Huntingdon is well connected by road and rail. By rail, London St Pancras International can be reached in just over an hour and Peterborough can be reached in under 20 minutes. By road, the town is just off the A1(M) providing good connectivity to London, the Midlands and the North. The A14 and A141 connects the town to surrounding villages. The new Huntingdon South A14 bypass has recently opened, bringing improved connectivity to Cambridge.





Policy Summary

It is important for developments in Huntingdon to align with and help to deliver on the objectives of local, regional, and national plans and priorities. Two key plans relating to Huntingdon Town, which this vision document is cognisant of are summarised below:

Huntingdon: A Prospectus for Growth describes a vision focused around the Huntingdon area. There are four themes, each with their own objectives; these objectives align to regional and national priorities. Objective one aims to renew and redevelop Huntingdon Town Centre into a social and cultural hub and will create a centre for an evening economy. The second aims to reduce congestion and with it noise and air pollution. The third objective seeks to create employment and educational opportunities within North Huntingdon, which has a growing population. The final objective within the prospectus aims to attract businesses operating in key sectors, such as Advanced Manufacturing. Across all objectives, Huntingdonshire District Council wants to encourage Net Zero.

Alongside this, sits the *Huntingdon Neighbourhood Plan 2018-2026*. Its four objectives are to: Promote Huntingdon as a place of potential for investment; Ensure that the whole community is well provided for; Ensure that local distinctiveness is conserved and enhanced; and ensure that the community can travel in and around Huntingdon using a transport infrastructure that is fit for purpose.

Vision

Work commissioned by Huntingdonshire District Council produced the following vision for Huntingdon, in May 2021:

“Huntingdon will become a vibrant service centre and cultural hub for the sub-region, by re-invigorating its diverse town centre, building on its cultural legacy and capitalising on extensive regional connections. The town centre will be reconnected with its neighbourhoods and the riverside to transform into a unique destination for Huntingdonshire.”

SOCIO-ECONOMIC CASE FOR CHANGE

People/Human Capital

Huntingdonshire as a whole has a lower percentage of population qualified to NVQ4+ (42%) than Cambridgeshire (47%) and England (43%). This indicates challenges in attracting skilled workers, providing opportunities for education in the geography and attracting and retaining high value employment opportunities.

In the district as a whole, employment is concentrated in more traditional sectors. 31% of employment is in public admin, education and health (the same as the national average), but there are high relative concentrations in construction (5% higher than national average).

Deprivation around Huntingdon is spread unevenly and is highly variable, suggesting high levels of inequality in the town. By Ward, Huntingdon North has the highest Universal Credit Claimant in the District, at 120 per 1k population.

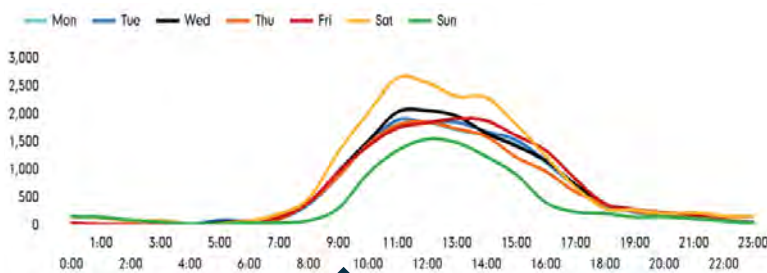
Place/Infrastructure

Huntingdon resident's methods of travel to work largely match that of England as a whole, although use of bus is much lower (-0.6%), suggesting poor connectivity of bus routes between residential areas and employment zones. Notably, use of bicycle is significantly above the England average, highlighting potential to expand this, through provision of more active travel routes.

Footfall in Huntingdon is strongly concentrated between 8am-5pm, with little before or after this time (see graph below). For the town's size, the scale of the night-time economy appears relatively limited - accounting for around 10% - 12% of total quarterly expenditure. There is, therefore, real potential to expand the daily 'activity window' into the evening, with investment in attractive developments providing amenities for evening activities. Improving the quality of public realm and encouraging independent businesses to open in the town centre will be important to increase the diversity of the town's offer.

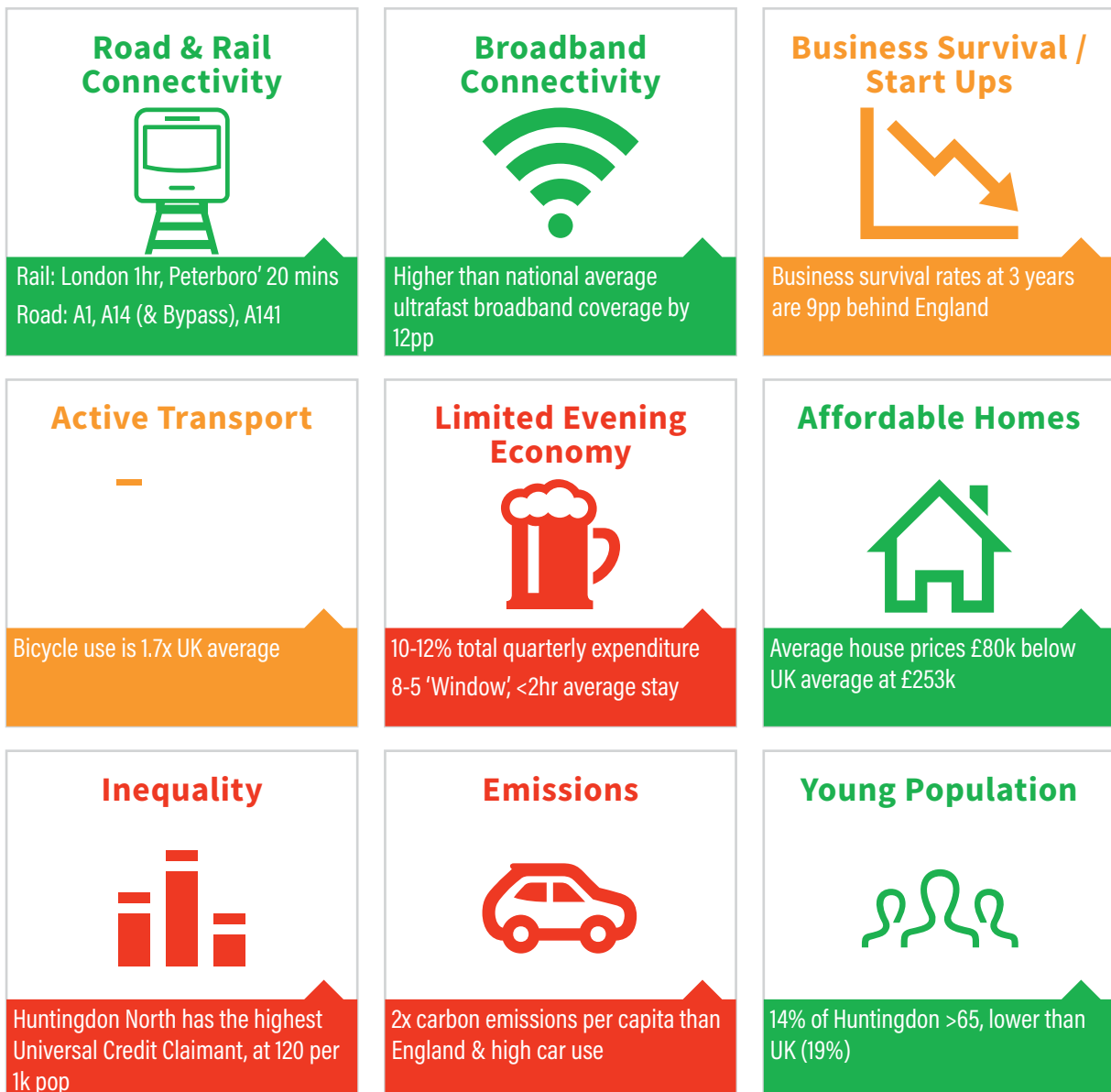
In Huntingdon, just 59% of people visit the high street closest to them, compared to other towns in the District, where over 80% visit their closest high street. This is a function of Huntingdon's good connectivity to other towns and cities, but is also indicative that there is a limited draw to the town centre. Most visits are for essentials and errands (61% combined, with just 5% of visits for eating out), lower than the other District towns. Most visits are 1-2 hours (54%), comparable to St Neots and St Ives, but 31% of visits are for less than 1 hour.

In the short term, car parking issues need to be addressed, but longer term, in order to improve the town centre economy, a more diverse range of retail and leisure amenities would be beneficial, to increase visit numbers and dwell time (and therefore spend). The town centre economy will further be boosted by improving accessibility by foot and bicycle from the train and bus stations and across the currently restrictive ring road.



Daily Footfall (August 2021)

Source: Huntingdonshire District Council, August 2021



Business

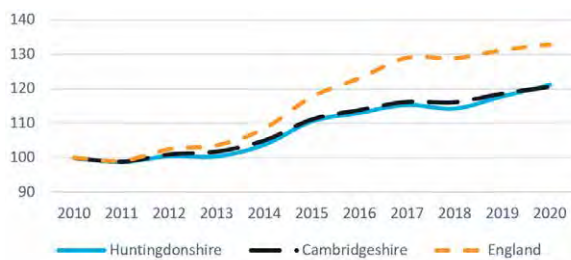
Business count growth in Huntingdonshire is sustained but below that of England (see graph below). Furthermore, business survival rates at 3 years are 9 percentage points (pp) behind England. This improves to a 2pp deficit for 5-year survival rate, but highlights the challenges starting and growing businesses in the District.

In Huntingdon, Manufacturing is the largest sector based on employment, followed by wholesale and retail trade and public administration and defense. These are largely traditional industries, meaning that encouraging a diversification of the business presence in Huntingdon is a priority. This will ‘future proof’ the economy and create more high value jobs for residents.

Knowledge and Ideas

The knowledge economy is a provider and creator of high value employment and GVA. It relies heavily on businesses’, universities’ and peoples’ ability to commercialise and spin-out new ideas, approaches, and knowledge. A strong flow of ideas and innovation is critical to the performance of any competitive economy.

As highlighted in the Local Plan to 2036, it will be important to encourage and support businesses in high value sectors such as Health and Professional, scientific and technical activities to support long-term sustainable business growth and provide opportunities to attract high skilled workers to the District.



Business Counts, 2010-2020

Source: NOMIS: UK Business Counts, 2020

Low Carbon/Sustainability

Low carbon and sustainable development are an increasing priority for government and people at all levels. As indicated in the Local Plan to 2036, environmental challenges and opportunities exist in Huntingdonshire, and it will be important to consider these in all future developments.

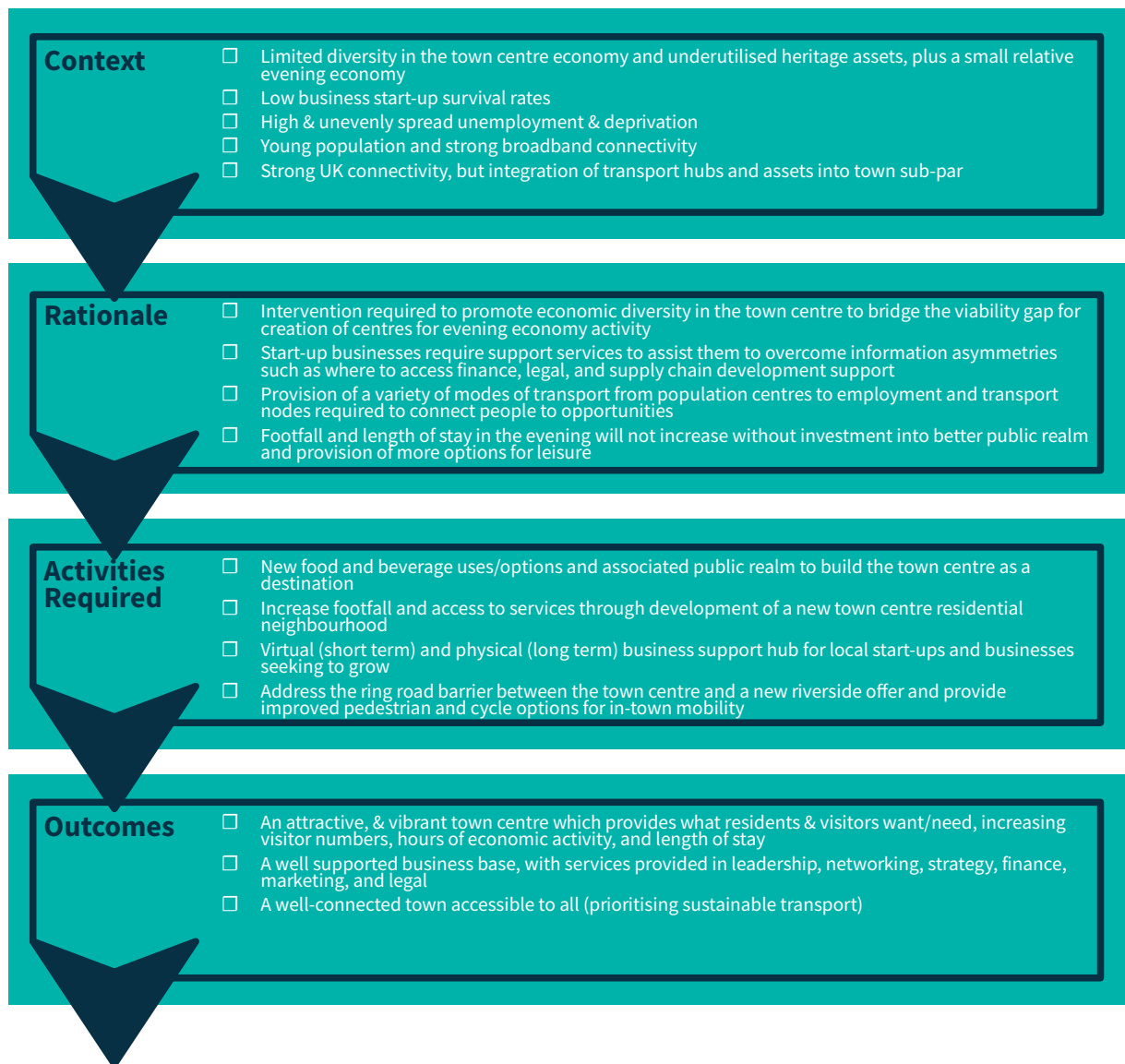
Huntingdonshire emits almost double the carbon emissions per capita than the national benchmark. The high use of cars for travel, is an attributable cause for emissions per capita to be substantially higher than other areas. According to the 2011 Census, 85% of households from the parliamentary constituency of North West Cambridgeshire owned a vehicle, well above the national average of 74%. This highlights the importance of encouraging public and active travel modes for work and leisure travel in Huntingdon, particularly to surrounding villages, which will reduce pressures on car parking in the town centre.

The Dashboard on the previous page summarises the key strengths and areas requiring action which Huntingdon’s vision should capitalise on and address.

Huntingdon’s Case for Change

As summarised in the dashboard, Huntingdon has a number of contextual challenges to overcome and opportunities to take advantage of, to achieve its Vision to be a vibrant service centre and cultural hub for the sub-region, with a diverse town centre offer, reconnected with its neighbourhoods and the river.

The concise Theory of Change below indicates how the desired outcome of realising Huntingdon’s Vision can be achieved. In other words, the case for change, which this Vision seeks to address.



PROJECTS AND VALUE FOR MONEY

Following on from the socio-economic analysis, and the case for change, a series of projects were proposed for Huntingdon.

The projects were assessed against the following criteria:

- Strategic Alignment;
- Need;
- Impact;
- Cost;
- Deliverability;
- Timeline;
- Viability; and
- Risk.

Following on from the assessment, projects were refined to create a package that would have the most positive impact on Huntingdon. The list of projects can be found on page 11.

Economic Case

The economic benefits of the projects have been quantified and monetised to provide a value for money assessment in the form of a Benefit Cost Ratio (BCR), indicating the likely wider economic benefit of investment relative to the cost of delivery.

The BCRs have been calculated for each project individually and for the Illustrative Concept Plan as a whole, using MHCLG's Land Value Uplift methodology to help calculate and monetise economic benefits. Land value uplift (LVU) is the change in overall land values in an impact area arising from an intervention/change. It is assumed to represent most/all of the impacts of an intervention/change as these impacts are translated via market signals to land values. It is the preferred method of appraisal for MHCLG and central government place-based funding, such as the Towns Fund and Levelling Up Fund.

It is sometimes difficult to apportion benefit to individual options (for example an urban realm improvement that is supporting the renovation project of a commercial building) and in this case it is recommended that the BCR is calculated for a package of options.

Although direct LVU represents a significant proportion of private benefits, e.g. willingness to pay for a home, there are a number of external benefits (and costs) that may not be accounted for. To capture the full range of benefits, wider LVU (the impact of an intervention on neighbouring and surrounding residential and commercial values), crime cost savings, learner benefits and health benefits were all considered alongside direct LVU. The definitions of these external benefits are outlined below.

Wider Regeneration Uplift

The potential positive land value uplift from regeneration of a site on neighbouring sites or the wider market should be considered, quantified and monetised as "wider regeneration property uplift". As the regeneration projects would have a significant positive impact upon the attractiveness of the town centre, providing a boost to job creation, footfall and enhance the perception of Huntingdon to residents, businesses and visitors. It stands to reason that both residential and commercial property in the vicinity will become more attractive to occupiers/purchasers, and values are likely to increase once the projects come to fruition. For Huntingdon, the wider regeneration catchment was calculated from the centre point of the proposed developments, indicating how many properties fell into different distance categories from the intervention (<500m) , as shown in the figure below. The wider regeneration uplift was then

No.	Project	Description	Rationale
H1	Town Centre Living	<p><u>Bus Station Apartments</u>: Conversion of bus station into apartments (x48) and Townhouses (x4)</p> <p><u>Princess Street Car Park</u>: Regeneration of car park into apartments (x18) and houses (x5)</p> <p><u>Residential Parcel at Malthouse Close</u></p> <p><u>Princess Street</u>: apartments (x15), The Walks East: apartments (x15)</p> <p><u>St Benedict's Court</u>: Public realm improvements (500sqm), food and beverage space (177sqm), apartments (x37), houses (x3)</p>	Contributes to the Local Plan to deliver 20,000 homes. Increasing the density and residential population will increase footfall and expenditure, supporting jobs in the town centre. Town centre dwelling, with good transport connectivity is appealing for a younger population, which Huntingdon has.
H2	Business Skills and Support	Business workspace and commercial space (1,500sqm).	Supporting local businesses is a priority in Huntingdon's Prospectus for Growth. Business survival rates in Huntingdonshire are below the national average.
H3	Evening Economy	<u>Market Hill</u> : Public Realm setting improvements (2,055sqm) & renovation of 99p store into a new foodhall and parking.	Huntingdon's Prospectus for Growth aims to renew and redevelop the town centre into a social/cultural hub. Current footfall is concentrated between 8-5pm, with limited spend in the evening economy.
H4	Celebration of Culture	Improvements to Cromwell Museum facilities.	Strategically important to development of the town centre into a cultural hub, the Cromwell Museum has potential to act as an anchor attractor for visitors.
H5	Sustainable Connectivity	<p><u>Mill Common</u>: Pedestrian/active travel connection enhancement (750m route).</p> <p><u>Brampton Road</u>: Pedestrian/active travel connection enhancement (650m route).</p> <p><u>New Bus Interchange</u>: adjacent to rail station (part of existing A14 works).</p>	Huntingdon's Neighbourhood Plan highlights the importance of having transport infrastructure in the town which is fit for purpose. Huntingdon is well connected externally, but there is a need for more integrated infrastructure within the town, with a focus on provision of safe, accessible and attractive active modes.
H6	Opening up the Riverside	Public Realm improvements (1,285sqm), pedestrian routeway improvements (884sqm), food and beverage use (210sqm), new pedestrian route (160m).	Visitors to Huntingdon town centre have short dwell times and residents in the town visit their local high street less frequently than in neighbouring towns. The riverside is adjacent to but not well connected to the town, but could become an attractive asset to increase the appeal of the town centre and drive up footfall.

calculated by multiplying the number of residential within the 500-metre radius by the average house price for Huntingdon and then by the proportion by which property values in that specific radii are expected to increase by as a result of the intervention. The uplift was then adjusted to reflect the in-scope number of commercial properties likely to benefit from the interventions.

Crime Cost Savings

The impact of some interventions (particularly those increasing footfall and lighting) on crime, including net additional reduction (as opposed to displacement) has been evidenced from a variety of studies. The potential benefits of the public realm projects in this Vision on crime rates and, therefore, costs have been incorporated into this analysis.

Learner Benefits

Evidence of a continued strong return on investment through provision of Further Education activities has been evidenced in studies by the UK government studies. This return on investment has been included in the economic evaluation where appropriate.

Health Benefits

Greenspace, such as parks, woodland, fields and allotments as well as natural elements including green walls, roofs and incidental vegetation, are increasingly being recognised as an important asset for supporting health and wellbeing. The economic benefits derived from this increase in health and wellbeing are captured in the economic analysis, using evidence from a 2020 Public Health England review of greenspace access.

Regeneration and Placemaking Benefit-Cost Ratio

The total Benefits were calculated by adding the economic benefits (derived from the wider regeneration uplift and other benefit components associated with enhanced learning/training, better health and improved safety) to the estimated gross development value of the proposed interventions (net of their existing use value). The Benefit Cost Ratio was derived by dividing the total Benefit by the estimated project Cost, including contingencies. If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value, typically a project generating a BCR of 1.50 or above is considered to provide a good value for money case, and a very strong case with a BCR of 2.00 or above. The aggregate BCR for the 11 projects considered for Huntingdon was 2.14:1. The BCR for each individual project is presented in the following sections, where the projects are summarised in more detail.

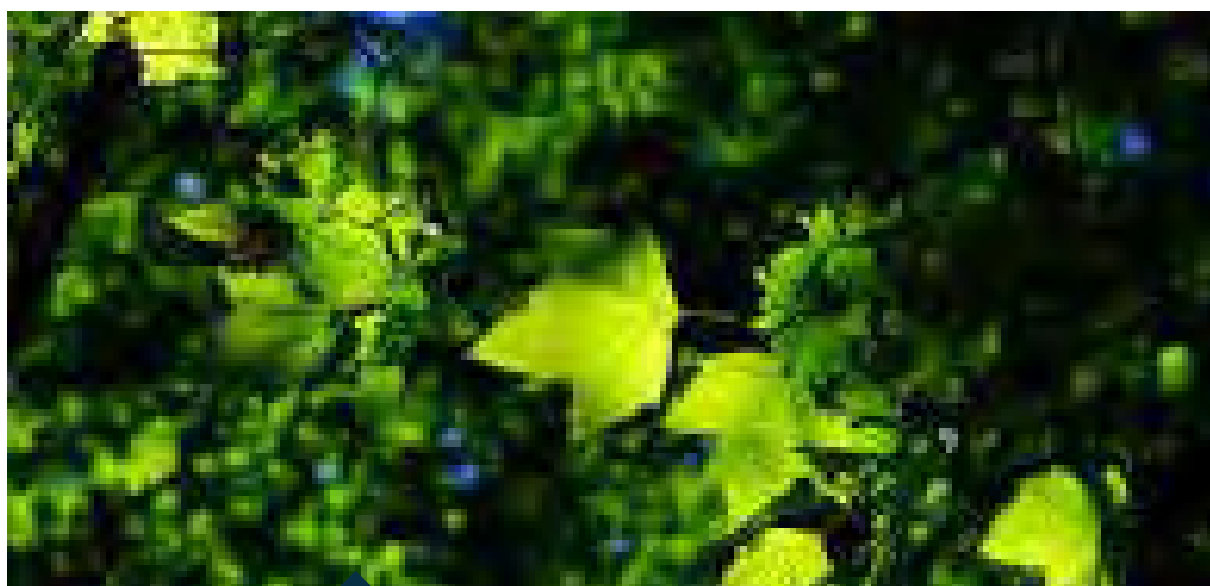
Financial Case

Further to the Economic Case BCR's, which outline the wider economic benefits of the vision and projects, a Financial Case sets out the capital and revenue requirement for the spending proposal over the expected life span of the projects – essentially their viability. Furthermore, it assesses the impact of the projects on the balance sheet, income, and expenditure account of Huntingdonshire District Council. The methods used are compatible with HM Treasury Green Book and Business Case guidance, and a summary is provided of the Financial and practical viability of each project proposed in this vision document and Illustrative Concept Plan in the following sections.

Project Interventions

This section detailed the methodological approach to options selection, the Economic Case for the options selected, and a summary of the Financial Case. The following sections of this document provide more detail on the individual projects, including:

- a more detailed project overview;
- a depiction of the project visuals; and
- a summary site assessment, including the BCR and any risks.



Health Benefits

REGENERATION AND PLACEMAKING PROJECTS

Regeneration and Placemaking Response

The Vision for Huntingdon Town Centre encompasses potential projects which respond fully to the opportunities identified through the baseline assessment. Each of the project interventions is ambitious. Together, they provide a transformational programme of work to maximise the regeneration of Huntingdon Town Centre, elevating its special character, economic performance and the sense of place.

The latent opportunities provided by exceptional heritage and townscape and a striking waterside location should be fully harnessed. Huntingdon as a market town fully connected to its riverside is a priority. The decline in other traditional retailing areas must be used as a key new opportunity to bring about structural changes to the town and to address market failure. Using public land well to leverage change is vital. But encouraging private investment in placemaking is also key to success.

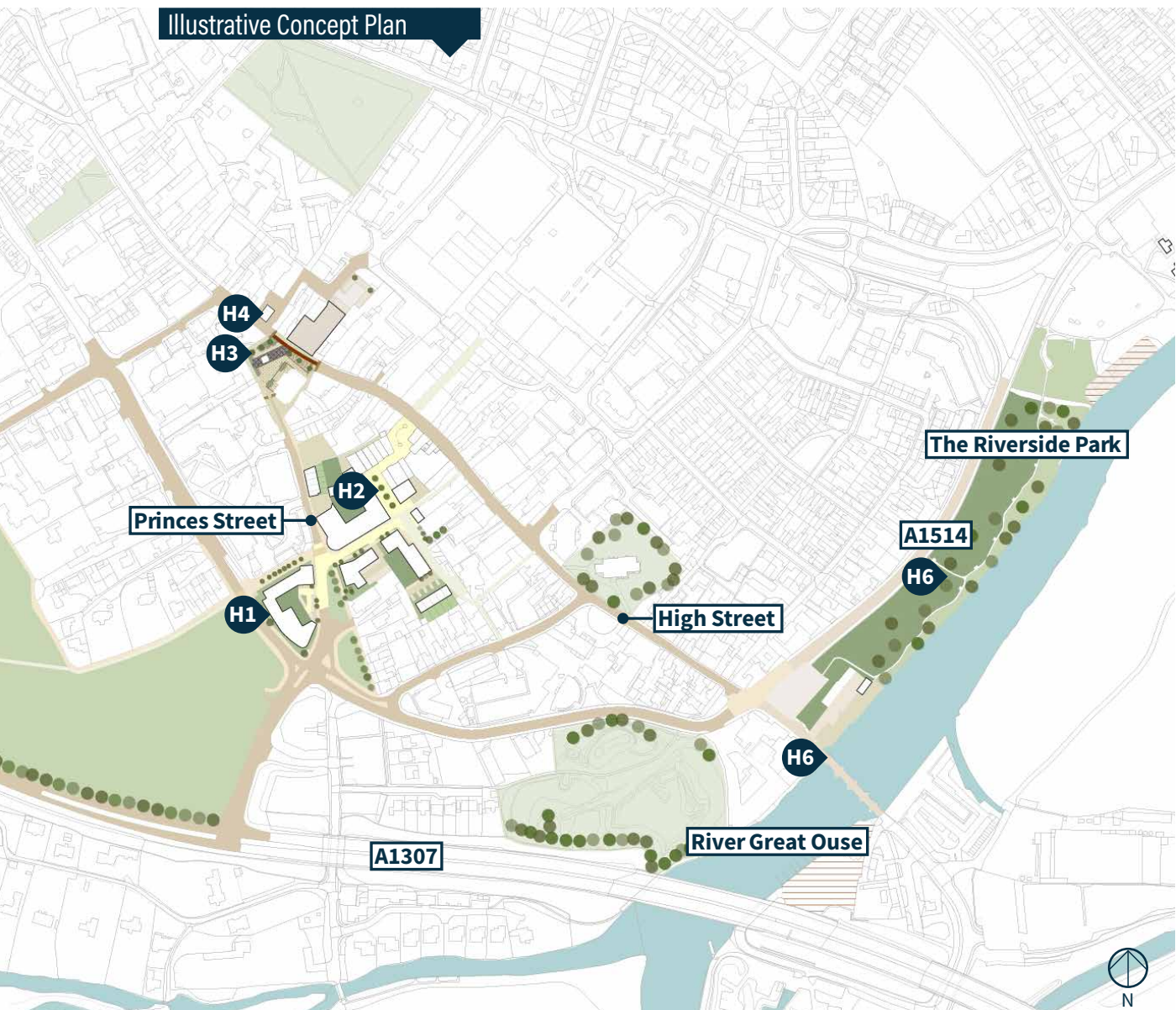
The vision and projects also embrace active and sustainable travel and are forward thinking about future travel and working patterns, Supporting economic activity in the town centre. Linking to the history of the town is also important in recognising why Huntingdon is special and creating a unique and locally relevant vision.

The project interventions are summarised as:

- H1** Town Centre Living
- H2** Business Skills and Support
- H3** Evening Economy
- H4** Celebration of Culture
- H5** Sustainable Connectivity
- H6** Opening Up the Riverside

These projects have varying delivery timescales, as detailed in each project summary. The projects are made up of a series of interventions packaged together to deliver transformational change.







TOWN CENTRE LIVING

The area around Princes Street, Malthouse Close and St. Benedicts Court has been identified as underutilized land, where transformational change can support growth and regeneration. Project ideas include the repurposing of the largely vacant shopping precinct and the reprovision of bus and parking infrastructure elsewhere to free-up associated land for comprehensive redevelopment.

A new apartment-led residential neighbourhood will generate footfall across the day and evening, bringing life into part of the town centre which is currently under-utilised. Further uses would include managed workspace at ground floor level and cafes overlooking the public realm. The scheme would comprise a combination of demolition and new development, along with a proportion of remodeling and refurbishment to existing buildings. All included within a high quality public realm.

Land is in the control of the council and a small number of private organisations. The proposed scheme adopts a comprehensive and coordinated approach.

Development of the bus station site provides the opportunity for a new gateway into the town centre. The bus facilities in terms of pick up and drop off will transition to space within existing carriageway, subject to a wider assessment of options. Driver and lay over facilities will be away from this prime town centre site.

The apartment-led residential proposals on this site will incorporate improved connectivity and wayfinding across Mill Common to the train station including improved public realm space along the northern boundary of the bus station site. This will help wayfinding.

Princes Street Car Park will be considered in the context of town centre parking supply and demand with the intention to redevelop this land as part of the comprehensive scheme.

Overall this project will provide a new purpose to this part of the town centre, driving economic growth and regeneration. It will address long term decline and can create a vibrant people-friendly place as evidenced by the supporting images.

01 Bus Station Apartments

48 apartments

3 townhouses

Replacement bus layover and drop/pick up within town centre to be confirmed

02 Princes Street Car Park

5 houses + 18 apartments

03 Parcel at Malthouse Close / Princes Street

15 apartments - The Walks East

04 St Benedict's Court

37 apartments

3 houses

177sqm food & beverage use

500sqm business support / workspace



Town Centre Living

H1



- 01 Church Road, Ashford, Surrey - Czwg Architects
- 02 Example of town centre cafe building
- 03 Ely Court - Alison Brooks Architects
- 04 Example of townhouses - Alison Brooks Architects (overleaf)

01



03





H1

PROJECT ASSESSMENT

LOCATION	<i>Existing Huntingdon Bus Station, Malthouse Close, Princes Street and St Benedict's Court</i>
CURRENT USE / CONDITION	<i>Comprised of bus station, surface car park, dwelling on Malthouse Close, and retail units at St Benedict's Court</i>
LAND OWNERSHIPS	<i>Huntingdonshire District Council, Threadneedle and Third Party</i>
TIMESCALES	<i>Short - medium term</i>

Strategic Fit

Huntingdonshire's Local Plan aims to deliver 20,100 houses and create jobs through providing for an adequate economically active resident population to sustain employment development.

Need

Increasing density and residential population will increase expenditure and support jobs across the town.

Impact

Increased presence of residents close to Huntingdon town centre has potential to boost town centre spend and the evening economy, providing further employment opportunities for residents.

Cost

£21m.

Viability

Capital net position c. £750k.

Deliverability

St Benedicts Court: Dependent on third party ownership and potential design constraints.

Bus Station Apartments: Requires relocation of current bus station. HDC owned.

Princes Street Car Park: Planning approvals required plus potential compensation payments to current leaseholder.

Malthouse Close: Costly acquisition from third party owner for low unit output.

Risk

St Benedicts Court: Third party ownership will require a joint venture, posing risk to HDC control over design quality. Building layout potentially challenging, given requirements to retain existing businesses. Untested market for ground floor commercial uses.

Bus Station: No planning permission, plus dependent on relocation of the existing bus station to site adjacent to train station.

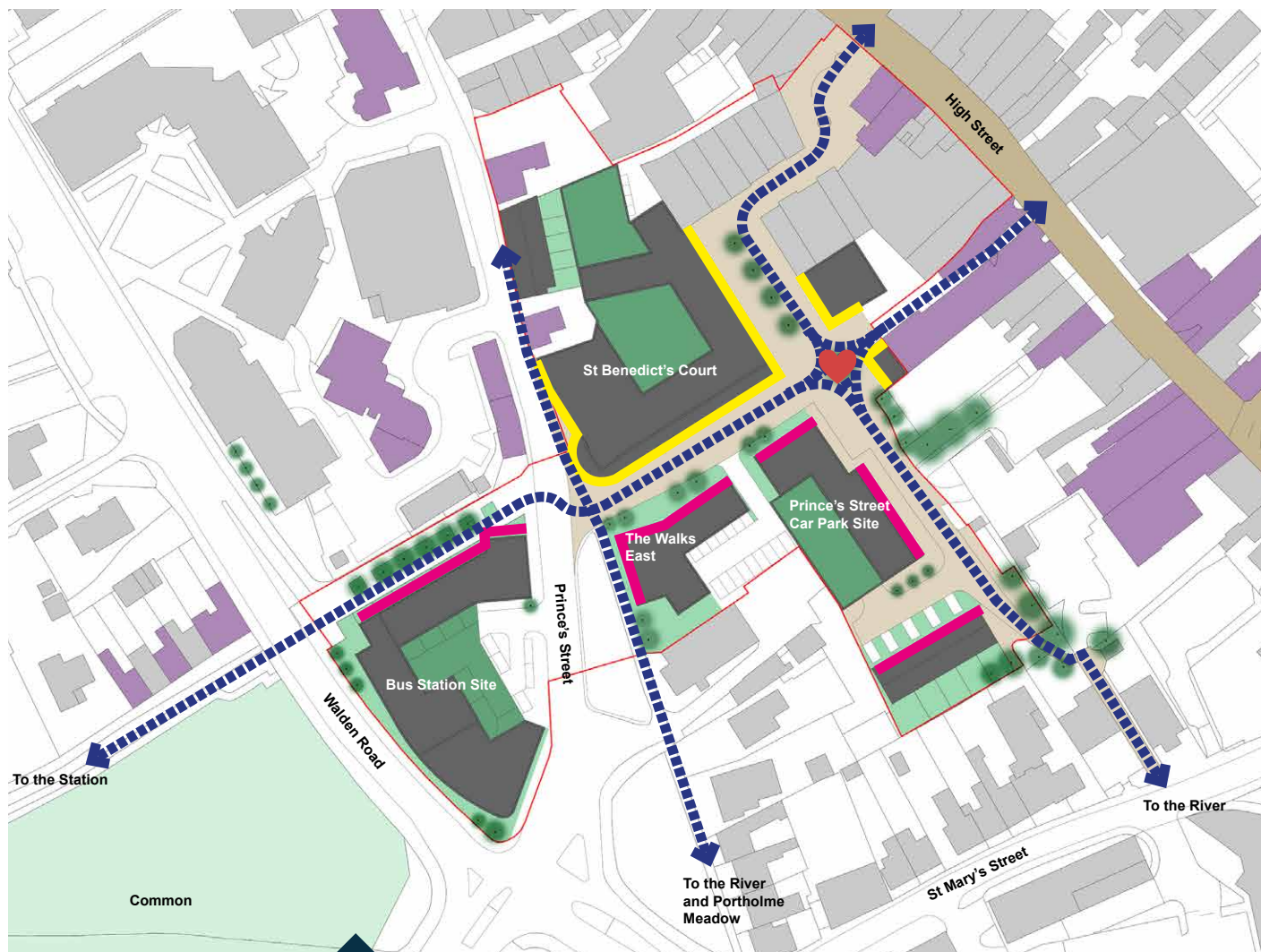
Princes Street Car Park: Currently leased to RCP Parking. Further planning risk with respect to surrounding uses.

Malthouse Close: Site in third party ownership, which leads to risk of expensive acquisition costs.

Value For Money

If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value. The BCR is calculated by adding the total value of benefits (£23.2m) to the net gross development value (£20.5m) and dividing it by the total cost of the project (£21.3m). The gives a BCR of 2.05.





Town Centre Living - Strategic Plan



3F



4F



Residential Terraced Homes

Princes Street

St Benedict's Court Mixed-use Commercial & Residential

Bus Station Apartments & Town Houses

Waldon Road

Artist's Impression



**Residential
Apartments**

**Commemoration Hall
Spill-Out Space**

**CGI
View**

**Reinstated Public
Realm**

**Malthouse Close / Princes
Street Residential
Apartments**

**Residential Terraced
Homes**



St Benedict's Court CGI

(For location of view, see page 25.)



H2

BUSINESS SKILLS & SUPPORT

Success of new businesses start-ups in Huntingdon has been identified as below the UK average. A business skills and support hub would provide guidance and centralised resources to be accessed by local start ups to help their businesses grow and last. This initiative could start as a virtual platform in the short term, with workspace provided within the ground floor of the St Benedict's Court redevelopment in the medium term. The space could also be used by residents living locally to encourage daytime footfall and use of neighbouring food and beverage businesses.

The business hub would activate the adjacent new public space, in the context of the Grade II listed building opposite. This use would occupy ground floor accommodation of the redeveloped St Benedict's Court Shopping Centre. This use replaces redundant retail accommodation, diversifying the function of the town centre in this location. The exact specification and sale of this use is to be confirmed based on future feasibility work.



Grade II listed heritage asset

01

St Benedict's Court Ground Floor Unit

C.300sqm Business Support Workspace



St Benedict's Court

H2

01



- 01 Example of a managed workspace
- 02 Breakout spaces and bookable rooms
- 03 Flexible workspace and cafe example (overleaf)







PROJECT ASSESSMENT

LOCATION	<i>St Benedict's Court</i>
CURRENT USE / CONDITION	<i>Former food retail unit (now vacant) and associated car park</i>
LAND OWNERSHIPS	<i>Private ownership</i>
TIMESCALES	<i>Short - medium term</i>

Strategic Fit

Huntingdon's Prospectus for Growth highlights the importance of supporting local businesses. Extending the success period of start ups will improve town centre GVA.

Need

Business survival rates at 3 years are 9 pp behind England and at 5 years are 3.3pp behind Cambridge. Small and micro businesses have high demand and need for early stage business support (e.g. access to finance, legal advice, supply chain development) and managed workspace.

Impact

Attracting businesses to the town and enabling them to grow will provide more economic complexity, and higher economic resilience. Increased business survival rates will secure and create jobs in the town.

Cost

£2.5m for build. Ongoing management/maintenance/financing costs dependent on delivery mechanism.

Viability

Modest annual rental income, assuming 80% occupancy rate (c. £120k pa excluding financing).

Deliverability

Possibility for private sector delivery with potential support from HDC to bolster design quality. Third party ownership issues to be worked through and potential design constraints to be addressed.

Risk

Third party ownership, although this could remain in third party ownership with funding utilised.

Ongoing management costs (£c.70k pa) need to be covered by commercial rent.

Value For Money

If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value. The BCR is calculated by adding the total value of benefits (£4.5m) to the net gross development value (£2.2m) and dividing it by the total cost of the project (£2.6m). The gives a BCR of 2.60.

EVENING ECONOMY

Market Hill provides an opportunity to be the central hub of Huntingdon town centre, however it is currently under-utilised with limited activity and a very basic public realm.

All Saints Church and the Town Hall overlook the space providing a highly attractive townscape context. The public realm should be of equivalent quality to surrounding buildings.

The vacant retail units along High Street at Market Hill detract from the area's character, but do provide an opportunity for positive change and new activity for this space.

It is proposed that this space is revitalised, providing areas to sit outside, with new public realm and green infrastructure, lifting the quality and creating a new destination.

This will form a new setting to a range of food and beverage (F&B) uses, within a proposed development adjacent to this space. It is proposed that this will take the form of a food hall, with independent local vendors and a communal hall for seating. This could be developed in a number of ways, either through the retention of the existing building or partial demolition. Parking would be provided to the rear of the new building.

This new use would spill out into Market Hill and would contribute positively to the evening activity within the town centre. Concept designs have been undertaken as part of the vision, as has market appraisal to demonstrate demand. Similar uses are being developed across the country in town centres to positive effect, often regenerating historic buildings in need of reuse.

These new destinations require stronger wayfinding to encourage their use based on improved legibility and more distinctive branding of the F&B offer. Wayfinding improvements relate primarily to public realm enhancements and signage linking Market Hill with key arrival points.

01 Foodhall

Redevelopment of 99p Store (former Woolworths) to provide 953sqm Foodhall with Associated Parking

02 Market Hill Public Realm

1876sqm Public Realm Improvements, outdoor seating and improved market facilities

03 Wayfinding

Improved signage and wayfinding to rail station and car parking



Evening Economy





Produce Hall - Precedent



- 01 Outdoor seating and activity
- 02 Chicago Shared Street Design
- 03 Foodhall vendors and seating
- 04 Example Stockport Produce Hall



04



PROJECT ASSESSMENT

LOCATION	<i>St Benedict's Court</i>
CURRENT USE / CONDITION	<i>Former food retail unit (now vacant) and associated car park</i>
LAND OWNERSHIPS	<i>Private ownership</i>
TIMESCALES	<i>Short - medium term</i>

Strategic Fit

Huntingdon Prospectus for Growth aims to renew and redevelop Huntingdon Town Centre into a social and cultural hub and will create a centre for an evening economy.

Need

Current footfall is concentrated between 8-5pm, with limited spend in the evening economy (currently 10-12% of expenditure).

Impact

Diversification of town centre economy and increase in visitor spend through longer dwell time and provision of more evening leisure options.

Cost

£4.1m (Public realm: £1.1m, Foodhall: £3m).

Viability

Very low annual rental income, assuming 80% occupancy rate (c. £10k pa).

Deliverability

Foodhall to be delivered by private developer with support of HDC. Public Realm to be delivered by HDC and County Council.

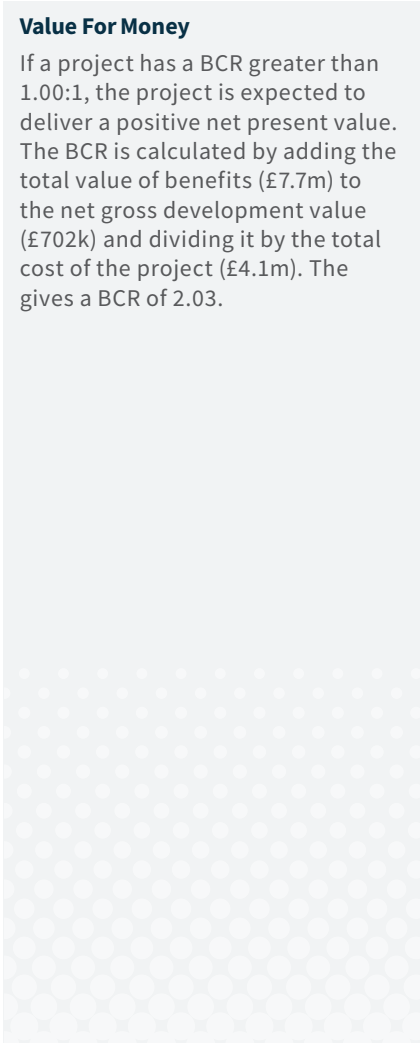
Risk

Low levels of rental income and uncertainty on future revenue income, with potentially numerous individual/ independent tenants.

Current third party ownership is a risk due to acquisition costs.

Value For Money

If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value. The BCR is calculated by adding the total value of benefits (£7.7m) to the net gross development value (£702k) and dividing it by the total cost of the project (£4.1m). The gives a BCR of 2.03.





War Memorial

Town Hall

High Street

Produce Hall - Indicative Plan



Market Hill



H4

CELEBRATION OF CULTURE

The Cromwell Museum is a focal point in the town centre and a source of local pride. There is an opportunity to increase its existing capacity to provide associated facilities including cafes and toilets. This could be achieved in a number of ways, including through the construction of an architecturally designed extension to the building using materials that contrast with, yet are sympathetic to, the existing building. Alternative options include expanding into space in an adjacent unit or into a new, purpose built space to the north of the existing museum building.

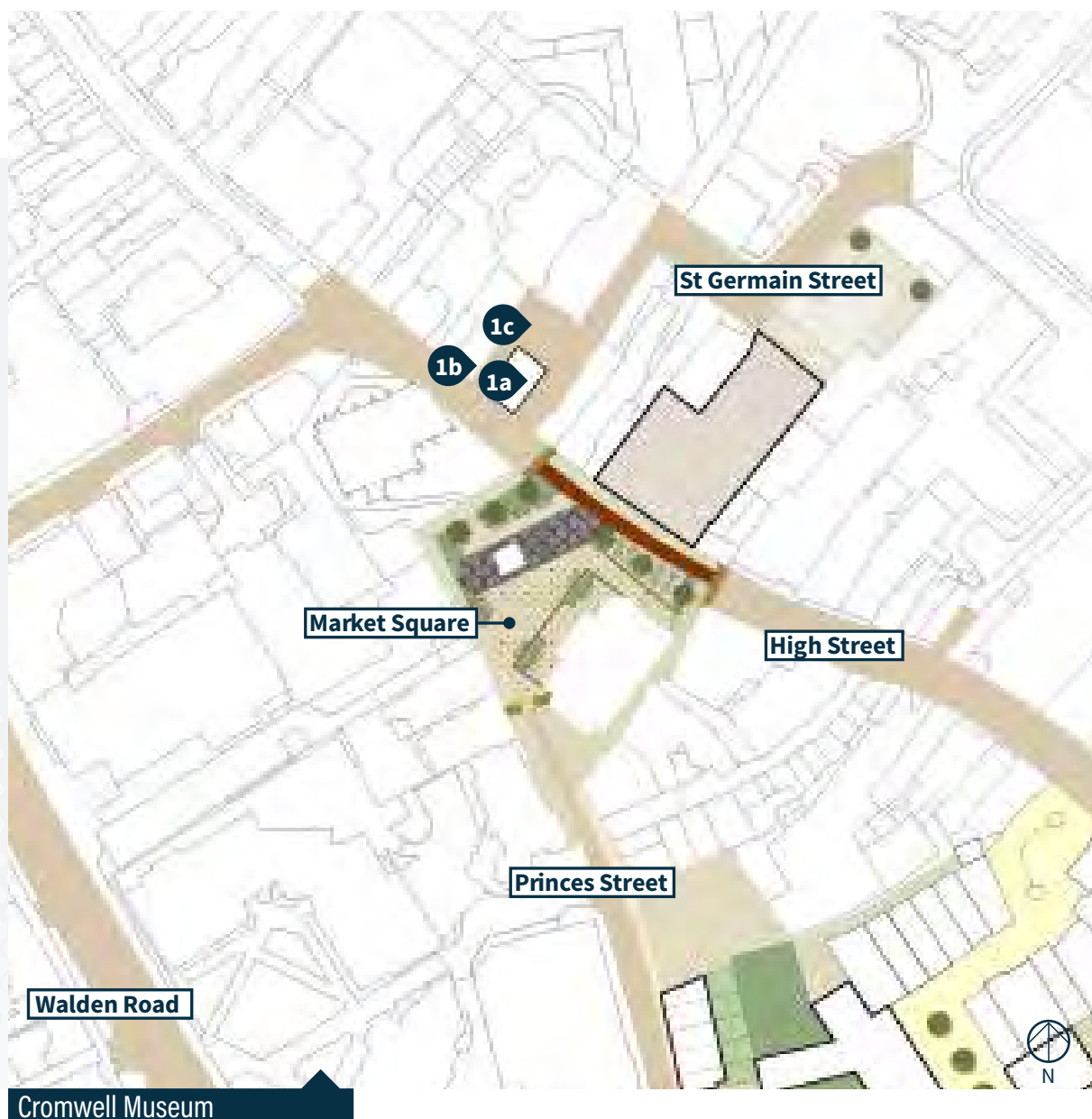
The proposal described across the page is a redevelopment and expansion on the existing site. This will need to be a sensitive heritage led scheme. It relies upon expanding onto land adjacent to the existing facility. It is noted that some of this land is in active use and not under the control of the public sector. The proposed expansion provides improved facilities which wrap around the curated museum, including toilets, better access and potentially a small cafe. Whilst these facilities will support the visitor experience and potentially raise revenue, it is not envisaged that this option provides significant space to enhance or transform the museum experience, or provide significant additional educational space. The new purpose-built facility offers greater opportunity to reinvent the museum experience.



Cromwell Museum from Market Hill

01 Cromwell Museum

- a. 70sqm extension to existing listed building
- b. Expansion into neighbouring unit (currently occupied)
- c. Construction of new 'pod' building to provide associated facilities



Walden Road

St Germain Street

1c
1b
1a

Market Square

High Street

Princes Street

Cromwell Museum

H4



01



02



01 Visitor centre - Burd Haward Architects

02 Visitor centre - Burd Haward Architects

03 Extension to Grade II listed building - Hawkins\Brown Architects (overleaf)

03





PROJECT ASSESSMENT

LOCATION	<i>Cromwell Museum</i>
CURRENT USE / CONDITION	<i>Museum</i>
LAND OWNERSHIPS	<i>Community group ownership</i>
TIMESCALES	<i>Short term</i>

Strategic Fit

Aim of developing Huntingdon Town Centre into a social and cultural hub. Ensure the local historic environments of Huntingdon are conserved and, where possible, enhanced.

Need

Currently, the town is not well served by cultural offerings.

Potential to increase tourism footfall and expenditure.

Impact

Potential to increase visitor numbers and act as an anchor attractor to a revitalised town centre.

Cost

£355k.

Viability

Not a commercial project and would require funding for whole project cost.

Deliverability

To be funded and delivered by HDC.

Risk

Delivery risk given low commercial receipt.

Value For Money

If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value. The BCR is calculated by adding the total value of benefits (£365k) to the net gross development value (£0) and dividing it by the total cost of the project (£335k). The gives a BCR of 1.09.

H5

SUSTAINABLE CONNECTIVITY

Huntingdon's rail station provides excellent rail connectivity to London, Peterborough and beyond, making Huntingdon an attractive commuter town, particularly post the Covid-19, when many people's working behaviours and needs have changed. The railway station is a key sustainable transport hub.

The rail station is however located outside of the immediate town centre and at present navigating between the two can be difficult, with limited signage and wayfinding infrastructure.

It is proposed that two key routes connecting the rail station and town centre are improved at Mill Green and Brampton Road / George Street. These improvements would take the form of improved lighting, and surface treatments and improved crossing facilities particularly at the ring road.

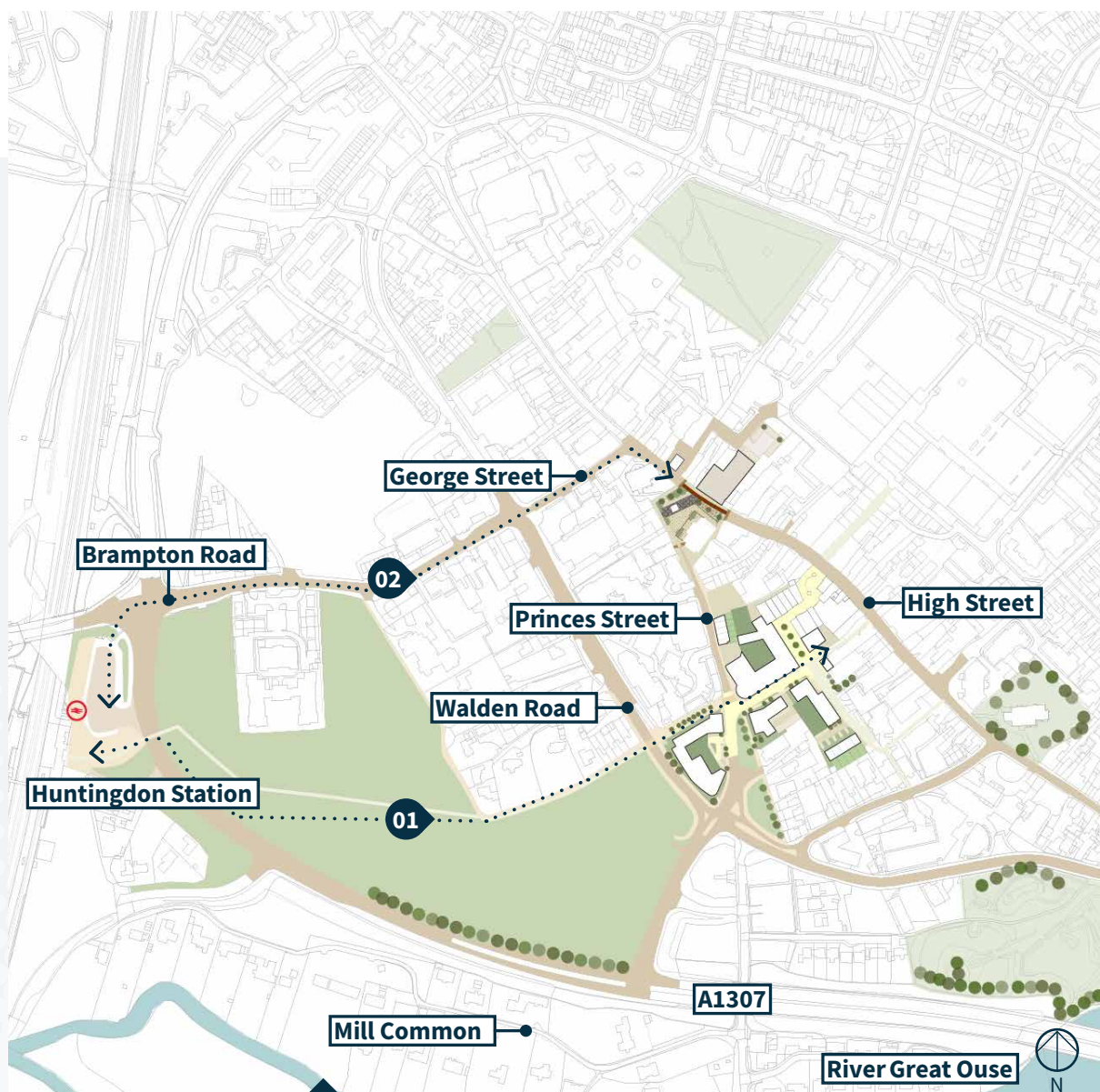
There is an opportunity to Brampton Road / George Street to enhance cycle infrastructure into the town centre, providing a street hierarchy which prioritises pedestrians and cyclists.

01 Mill Common Connection Enhancement

750m Route Improvement

02 Brampton Road/George St Connection Enhancement

650m Route Improvement



Sustainable Connectivity

H5

01



- 01 Example of signage, seating and wayfinding - Coutier Industrie
- 02 Fishergate shared space - Preston
- 03 Example of shared street design - Exhibition Road, London (overleaf)







H5

PROJECT ASSESSMENT

LOCATION	<i>Brampton Road, Mill Common, Huntingdon Rail Station</i>
CURRENT USE / CONDITION	<i>Connections requiring improvement</i>
LAND OWNERSHIPS	<i>Huntingdonshire District Council, Network Rail?</i>
TIMESCALES	<i>Medium term</i>

Strategic Fit

Huntingdon's Neighbourhood Plan highlights the importance of having transport infrastructure in the town which is fit for purpose.

Need

Huntingdon is well connected externally, but there is a need for more integrated infrastructure within the town, with a focus on provision of safe, accessible and attractive active modes.

Impact

Quantitative benefits to healthy, crime savings and wider land value uplift benefits from improvement of the town centre environment and connectivity.

Cost

£2.9m.

Viability

Not a commercial project and would require funding for the whole project cost.

Deliverability

To be delivered by HDC / County Council.

Risk

Delivery risk given low commercial receipt.

Value For Money

If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value. The BCR is calculated by adding the total value of benefits (£5.6m) to the net gross development value (£0) and dividing it by the total cost of the project (£2.9m). The gives a BCR of 1.92.

H6

OPENING UP THE RIVERSIDE

Huntingdon is a riverside town, with a waterfront space which sits in the context of a number of characterful historic and listed buildings. There is an opportunity to create a transformational project which reconnects the town centre to the riverside by reducing or removing the barrier of the ring road. Currently, the riverside park is undervalued and not well used. These proposals would transform the space into a hub of leisure activity, including extending and enhancing Purvis Marina along the river bank to the south.

It is proposed that the ring road is down-graded along the length of the riverside park and that crossing opportunities for pedestrians and cyclists are improved.

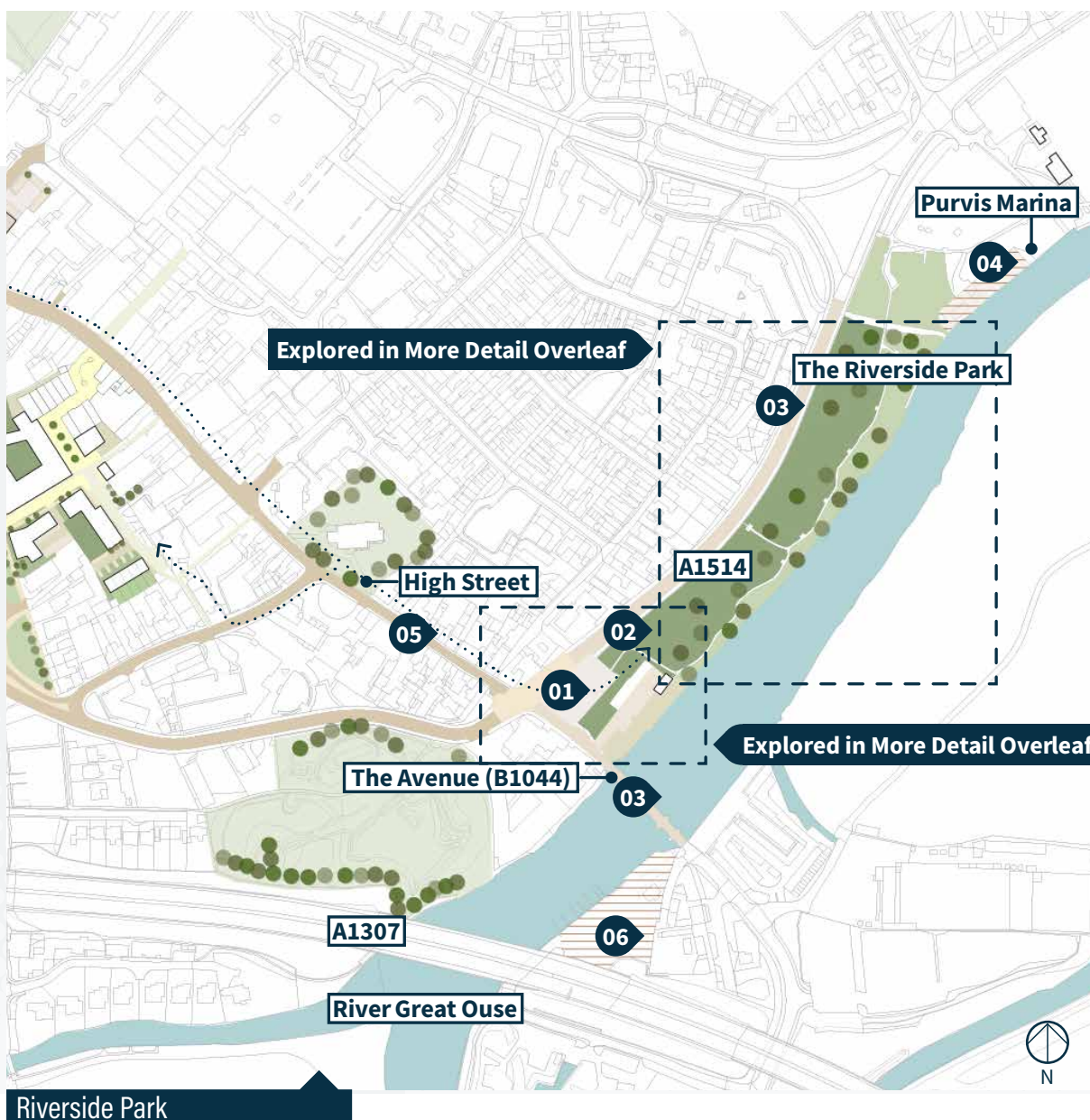
It is proposed that The Avenue (B1044), over the bridge, is reduced to a one-way street into the town centre, or alternatively closed to vehicular traffic altogether. Both of these options would allow the redesign of The Avenue / Riverside Road / Castle Moat Road junction to provide additional public realm space.

The works to the historic listed bridge structure will allow for the removal of the existing Godmanchester footbridge. This will allow an enhanced setting to the historic structure, with pedestrian and cycle space designed into the historic bridge.

Provision of an architecturally designed pavilion / cafe building within the park would provide a focus and attract activity, and could provide services including bike hire.

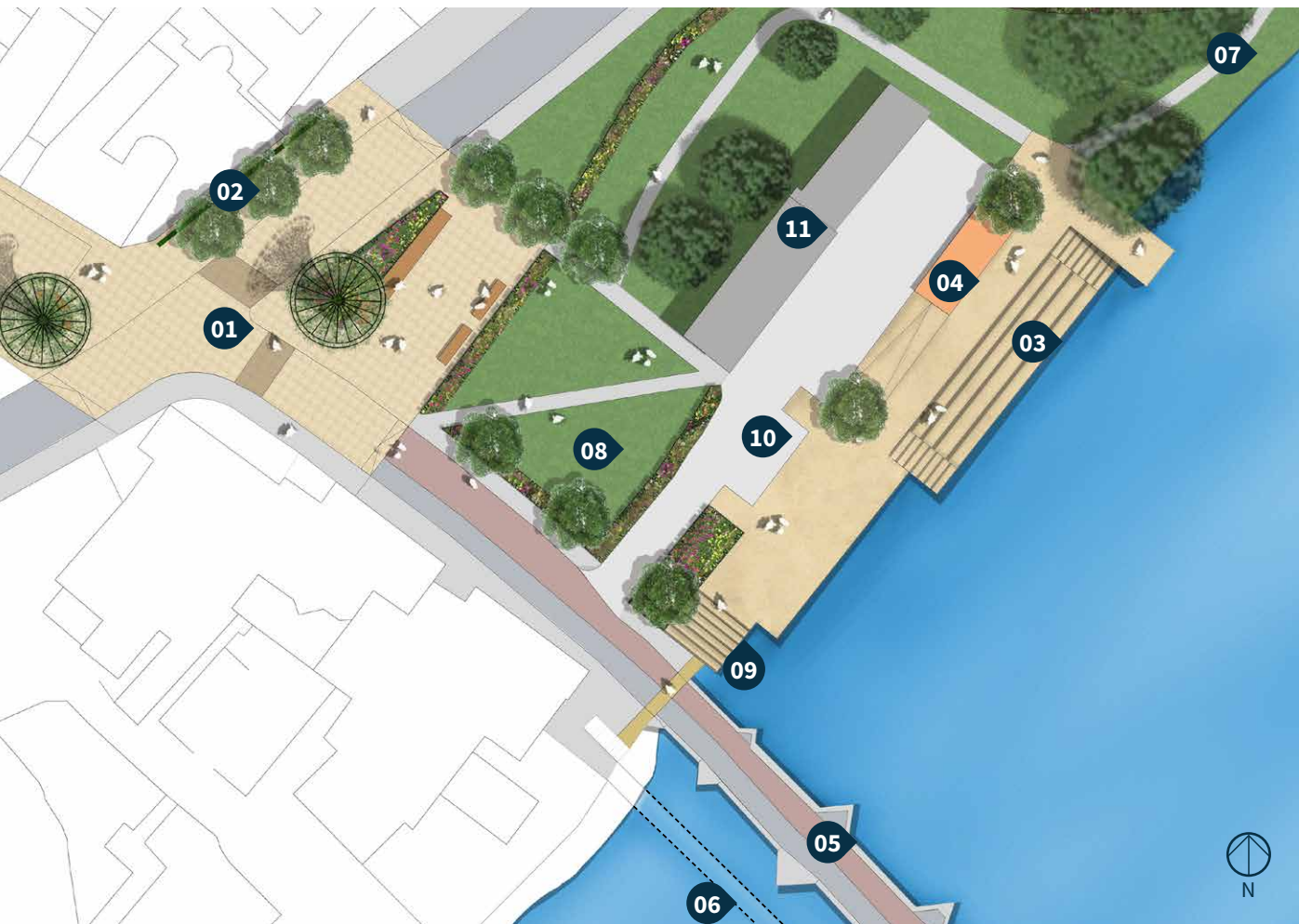
Riverside Park and Gateway Infrastructure

1. 784sqm pedestrian crossing surface improvements and 1,285sqm public realm enhancements
2. 250sqm pavilion building
3. Riverside Road downgrading to sustainable travel only
4. Improvements to Purvis Marina
5. Public realm enhancements along High St
6. Existing approved planning application for mixed-use development at riverside



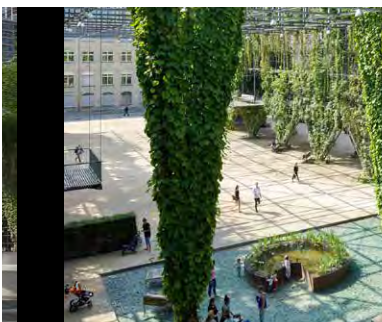
Public realm Enhancements - Key Features

- 01** Proposed new entrance square to Huntingdon town centre south comprising unified space in single paving material, entrance feature structures, planting and seating
- 02** Proposed green living wall highlights entrance to High Street and town centre beyond. Referencing the adjacent climbing plants on the front of the Old Bridge Hotel facade the green wall will add a further vertical green element to the new square. Footway widened to allow for the living wall and tree planting in this location
- 03** Proposed riverside seating steps and moorings attract and connect people to the river. New jetty provides access and attractive views over the river and to the Old Bridge
- 04** Proposed cafe kiosk. Lightweight, visually permeable structure, elevated design of structure on stilts to be suitable for location in flood plain
- 05** Existing bridge changed to one-way system in northerly direction towards Huntingdon. Proposed dedicated, multi-directional lane over bridge
- 06** Potential to remove existing footbridge bridge with pedestrian and cycle route on listed historic bridge
- 07** Existing riverside park upgraded with new linear feature planting, removal of some selective, existing shrub planting and riverside planting to open up views, access and site lines to the River Great Ouse
- 08** Existing evergreen cedar trees and overgrown evergreen shrub planting removed to create new lawn flanked with lightweight, visually open dynamic, mixed planting linking entrance square to riverside and opening views down to the riverside
- 09** Proposed new step access to riverside with clear visual connection and views down to the water
- 10** Existing Bridgefoot House car park unchanged
- 11** Existing buildings to be retained

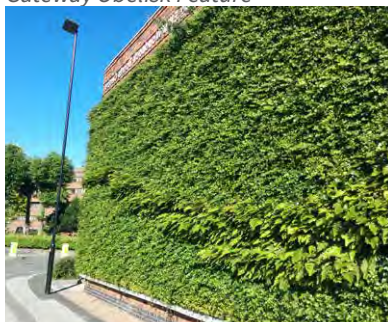




Gateway Obelisk Feature



Trees

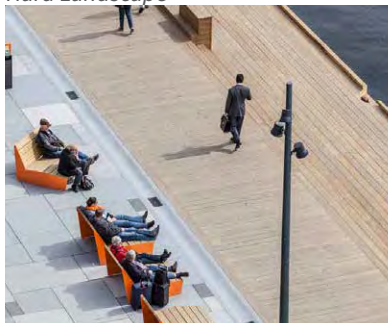


Planting



Hard Landscape

Street Furniture



Cycle Lane

Riverside Steps



Riverside Jetty

Riverside Cafe Kiosk

Riverside Park - Key Features

- 01 Proposed 'wave' of linear feature planting. Dynamic, floriferous, biodiverse mixed herbaceous, shrub, grass, and bulb planting
- 02 Existing block of over-mature shrub planting removed along paths to open up sight lines through park
- 03 Over-grown planting along river removed to open up access and views to water
- 04 Paving treatment highlights link between park and town centre, this includes enhancement to existing alleyway and potential widening
- 05 Enhancement to Purvis Marine. Detail of these enhancements to be confirmed
- 06 Enhancement to children's play area





04

01

02

03

06

05

61





- 01** Example of a bold pedestrian crossing
- 02** Avenham Park pavilion, Preston
- 03** Active space - King's Cross
Townshend Landscape Architects
- 04** Example of opening up the
riverside - Mill Meadows, Henley
- 05** Restricted traffic street example
- George St, Liverpool



PROJECT ASSESSMENT

LOCATION	<i>Riverside Park, Riverside Road</i>
CURRENT USE / CONDITION	<i>Park with well maintained footpaths and facilities, Riverside Road severs park from rest of town</i>
LAND OWNERSHIPS	<i>Huntingdonshire District Council</i>
TIMESCALES	<i>Medium - long term</i>

Strategic Fit

Huntingdon is a riverside town but the town centre is currently cut off from the river by the ringroad. The Neighbourhood Plan 2018-2026 highlighted the importance of enabling residents and visitors to travel in and around Huntingdon. Opening up active/pedestrian routes to the riverside will increase its connectivity and sense of place.

Need

Visitors to Huntingdon town centre have short dwell times and residents in the town visit their local high street less frequently than in neighbouring towns. The riverside is adjacent to but not well connected to the town, but could become an attractive asset to increase the appeal of the town centre and drive up footfall.

Impact

Quantitative benefits to healthy, crime savings and wider land value uplift benefits from improvement of the town centre environment and connectivity.

Cost

£1.7m. This relates to the Riverside Park only. Costs associated with highways adjustments have not been provided at this time. Further technical design will be required as the next step to quantify costs for highway and gateway infrastructure.

Viability

Not a commercial project and would require funding for the whole project cost.

Deliverability

To be delivered by HDC / County Council.

Risk

Delivery risk given low commercial receipt.

Value For Money

If a project has a BCR greater than 1.00:1, the project is expected to deliver a positive net present value. The BCR is calculated by adding the total value of benefits (£5.6m) to the net gross development value (£0) and dividing it by the total cost of the project (£1.7m). This gives a BCR of 3.37.





Artist's Impression - looking north-west along The Avenue



DELIVERY APPROACH

The vision for Huntingdon is formed by a series of projects which together respond to the case for change. The case for change is based on socio-economic and placemaking analysis and the opportunities presented in Huntingdon Town Centre.

Project Programme Overview

The projects require a programme of activity, led by the public and involving private sector support and investment. The public sector will act as enabler and facilitator of change where necessary. The private sector investment and development will be integral to the implementation of the Vision and regeneration and placemaking projects and the aim is to maximise and target private investment to best effect.

The projects are summarised as:

- St. Benedict's Place:
 - » H1.01 Bus Station
 - » H1.02 Princes Street Car Park
 - » H1.03 Malthouse Close/Princes Street
 - » H1.04 St. Benedict's Court
 - » H2.01 Business Skills (within redeveloped St. Benedict's Court)
- Market Hill Regeneration:
 - » H3.01 Foodhall
 - » H3.02 Market Hill Public Realm
 - » H4.01 Cromwell Museum
- Sustainable Connectivity:
 - » H5.01 Mill Common
 - » H5.02 Brampton Road/George Street
- Riverside Gateway Project:
 - » H6.01 Riverside Park/Gateway Infrastructure

How will the Project Programme be Delivered?

Project delivery needs to be coordinated. The projects should be treated as a portfolio, with both individual and collective objectives for the portfolio. The programme of activity for that portfolio should be managed by Huntingdonshire Council. This does not place the responsibility to deliver on the Council, rather it should play a central role in facilitation and coordination. At key moments the Council will need to help unlock and unblock project delivery. It will also be the body which secures and assures public investment, including government grant or direct Council investment.

Private sector investment will be vital to the key development projects at St. Benedict's Place and Market Hill. There will be different options for how the private sector could become involved and these are described in this section. A flexible approach is needed to encourage investment. Clear project objectives will help ensure private investment delivers the strategic case for change. In the cases of St. Benedict's Place and Market Hill, public sector enabling work and support will be necessary in our view, and in this context a clear set of deliverables should be defined. Where the public and private sectors work together the legal framework for joint activity and investment will need to be established. The exit strategy for the public sector and its interest in the projects and return on the public investment should also be mapped.

Roles and Responsibilities

The Council has overall responsibility for the portfolio of projects. The public sector has a role in the direct delivery of the following projects in Huntingdon which focus primarily on public realm and infrastructure:

- Market Hill public realm
- Riverside Park and Southern Gateway
- Sustainable connections at Mill Common and George Street/ Brampton Road

The role of County Council as Highway Authority is important for public realm and connectivity projects. A working group should be established to make sure connectivity and placemaking projects are delivered in a coordinated manner.

Public enabling and potential joint working with the private sector will be required to maximise the regeneration and placemaking benefits of the following projects:

- Food Court
- St. Benedict's Place

Here the Council should look to work with private partners to enable to delivery of these key projects. The enabling role may include de-risking some elements of the scheme as well as gap funding where necessary. Both schemes have a commercial basis with evidence of market interest. The Council's role is to enable delivery rather than take responsibility for the direct delivery of the projects.

Third sector partnership working will be necessary for Cromwell Museum.

Sequencing and Interrelationships

The key areas of activity are relatively independent. The public realm work at Market Hill will create a pavement café setting for the proposed Food Court. The public realm works can take place in advance which may assist in the delivery of the Food Court by attracting more people to a refurbished Market Hill.

The key step at St. Benedict's Place will be to bring the land ownerships into one coherent project. There are various options for how this may be achieved. The Council should explore these to understand its role in enabling the scheme and, at the same time, minimise risk and create a clear exit strategy.

Funding Approach

The objective should be to maximise private investment and encourage development in line with the vision and Illustrative Concept Plan. The aim will be to work with the property market to help deliver schemes to support economic growth and investment.

The Council should use direct public investment to leverage future investment from business and the private sector in the town centre. The vision and its constituent projects should allow for future funding bids where opportunities present. Whilst the regeneration and placemaking projects are not fully 'shovel-ready', they are well-formed and could be quickly advanced to support future bids.

Securing public sector capital investment will be challenging. The evidence of need and socio-economic analysis indicates that Huntingdon will be unlikely to meet the requirements for Levelling up Fund round 2, though further rounds may be different. There may be other grant funding available to drive growth and regeneration. One avenue is the UK's Shared Prosperity Fund which could be allocated via regional awards as a replacement for EU funding. Peterborough and Cambridge Combined Authority may also offer another funding stream for delivery.

Capital investment from the Council from existing programmes, reserves or prudential borrowing may also contribute to a blend of funding. Utilising assets, specifically land, is another key opportunity in Huntingdon. Further acquisition may be helpful in de-risking projects such as the Food Court.

Market Analysis and Opportunity

Thomas Lister presented a market and commercial review in the baseline report. That information is not repeated here. The property market context and potential areas for growth and development have directed the projects. There is evidenced market interest in terms of residential development in Huntingdon. The food and beverage markets are also underrepresented and the Food Court can diversify the non-retail offer helping to anchor Market Hill.

Market failure is evident in relation to the key projects in so far as delivery has not proven possible up to now. In terms of the Food Court, this drives a strategic change in the function of Market Hill addressing the relocation of retailing away from the space. This would introduce new uses and pioneer a new purpose for the building. This is high risk and, although our commercial review suggests there is a market appetite for such uses, de-risking and enabling by the public sector will be necessary in some form to encourage private investment and business.

The role of the Council will be to enable change and add quality, impact and value to what the private sector would be able to deliver on its own.

The **Economic Value of Placemaking** should not be underestimated in the revitalisation of Huntingdon's central Market Hill area and the riverside. Both sites present unique attractive contexts and can enhance placemaking to create much stronger destinations as public places, driving up footfall and spending. There is strong economic evidence that investment in public realm and placemaking creates economic value, not just amenity value.

The quality and appearance of public realm can have a direct economic impact on the surrounding vicinity. For

example, the appreciation of a certain space can lead to increased footfall, which can in turn generate higher revenues for local establishments and promote economic visibility. Moreover, public spaces profoundly influence the surrounding property market and values. Proximity to a healthy public space, for example, a well-maintained park with many amenities, can significantly increase the value of property.

At Market Hill, the combination of the Square (public realm) enhancement scheme and the Food Hall scheme would be transformational. Equally, at the Riverside we envisage environmental works to the park and highway works to calm traffic at the Huntingdon Gateway as unlocking life and economic activity there. This illustrates the need to treat projects as a portfolio and coordinate programme delivery.

Delivering the portfolio within a clear timeframe and budgetary envelope will be important to any funding bid. Further work will be necessary to define key milestones and deliverables for individual projects.

Meeting the strategic objectives of the project and delivering the case for change is equally important. The Huntingdon vision will create tangible benefits for the town centre and bring new life and activity.

The ability to deliver the projects through control of land is vital. Where the Council does not own land directly, it will need to encourage the changes desired. There is confidence from the visioning process that key landowners are engaged and proactive.



KEY PROJECTS



St. Benedict's Place

This project centres on St. Benedict's Court and the vacant former Waitrose store.

Bringing in the Council's land extends both the scale and impact of the scheme and provides a basis for public investment.

While these sites could be developed separately, there is significant benefit in an integrated approach.

The Council should continue to explore how an integrated scheme could be delivered.

There is already market interest in the regeneration of the site.

The question is to what extent the private commercial scheme can be enhanced by public land and potential further investment.

The Council will need to clearly identify the ambitions for the scheme in terms of key outputs and any financial return from the realisation of its land.

There are different models of working which may be appropriate for this project to deliver one integrated scheme.

Consideration might be given to the Council's land being captured within a larger development can make possible a more ambitious development.

The relocation of the bus station needs to be investigated, with a preference for bus bays along the highway and driver facilities located out of the town centre where land is less valuable.

The usage of Princes Street Car Park will need to be assessed in the context of other available car parks, to make sure development of the car park site does not have a detrimental impact on town centre businesses.

The Council should initiate dialogue with the landowner of the site at Malthouse Close/Princes Street to explore acquisition by negotiation. We do not envisage retailing playing a large role in St. Benedict's Place in the future.

As well as the café, restaurant, and bar the proposals include a business skills centre within one of the new buildings.

This could be managed by the Council together with education providers. The focus will be on boosting business start-ups and business survival rates, including business coaching, as well as delivering co-working space in Huntingdon Town Centre.



Market Hill Regeneration

Market Hill is a further focus to boost the evening economy and transition redundant retail space into pioneer food and drink uses. The setting of Market Hill is very attractive with a distinct townscape. The proposal to refurbish the public realm will enliven and green the space, attracting more people to visit and relax there. Concept designs have sought to balance the multi-use nature of the space and have created a dedicated area for alfresco pavement café space. This scheme and associated cost plan could form an early funding bid to the Combined Authority.

Alongside the public realm works are proposals to create a food Hall in the historic Fountain Hotel building (currently the vacant 99P Store). Food halls are increasingly popular in the UK and can add hugely to the vitality of high streets and in this case to Market Hill. Developer interest has been recorded, but commercial review indicates that gap funding will be required to deliver the scheme successfully. The scheme also requires de-risking as this design concept requiring substantial remodelling of the internal and external areas of the host buildings. The Council could play a role supporting the scheme or consider acquiring the building in advance. The works are not hugely expensive and similar food halls illustrate delivery and management models.

Riverside Park and Gateway Infrastructure

The Riverside Park and Gateway provide an opportunity to reconnect Huntingdon with its riverside. The scheme aims to reduce the impact of traffic and create a more people-friendly environment. Close working with the County Council will be necessary to advance concept designs for The Avenue/Castle Moat Road Junction. Road space here is to be re-dedicated to public realm. Changes to traffic circulation including one way running northbound will require substantial highway assessment. This downgrading of road infrastructure could form the first phase of a wider town centre strategy to break the concrete collar encircling the town centre.

Thus, Riverside Park would be much better connected to the town. The Park is already an asset to the town; upgrading this facility with enhanced planting, play and relaxation areas and more formal boundaries will create an excellent town park. The waterside can also be enhanced, with a new café pod/pavilion proposed to serve the Park and develop a revenue stream for its upkeep. Providing people with reasons to visit is important; the café pod will assist in this, as will curating a calendar of events. The Council will have lead responsibility here. Other stakeholders are already upgrading this area including planned works to Purvis Marina.



Delivery Table

Project	Responsibility	Timescale	Resources	Barriers	Barriers
H1.01 Bus Station	HDC (Potential joint venture)	36 months	£7.9M	Replacement facility required	Integrated Town Quarter 48 dwellings
H1.02 Princess Street Car Park	HDC (Potential joint venture)	36 months	£3.7M	Existing car park and need for parking assessment	Integrated Town Quarter 23 dwellings
H1.03 Malthouse Close/Princes Street	HDC (Potential joint venture)	36 months	£2.4M	No ownership or early engagement	Integrated Town Quarter 15 dwellings
H1.04 St. Benedict's Court	Private (Potential joint venture)	36-42 months	£9.72M	Existing building fabric, tenants and funding requirement	Integrated Town Quarter 40 dwellings / 1,277sqm commercial
H2.01 Business Skills (within redeveloped St. Benedict's Court)	HDC (Potential joint venture)	36-42 months	(with above)	Require delivery partner	400sqm business space / education space
Total Cost St. Benedict's Place			£23.72M		
H3.01 Foodhall	Private	36-42 months	£3.04M	Building condition / gap funding requirement	New food Hall destination in former fountain Hotel 953 sqm
H3.02 Market Hill Public Realm	HDC	24 months	£1.1M	Heritage setting / Funding	2,055sqm refurbished town square
H4.01 Cromwell Museum	Museum Trust / HDC	24 months	£335,000	Funding / Building Listing	Improved facilities including disabled toilets
H5.01 Mill Common	HDC	18 months	£1.55M	Ownership	Sustainable links
H5.02 Brampton Road/George Street	HDC / CCC	18 months	£1.34M	Highway / Funding	Sustainable links
H6.01 Riverside Park/Gateway	HDC / CCC	24 months	£1.6M	Highway and lack of data / information to justify scheme	Landscape improvement to Park and streetscape

*HDC: Huntingdonshire District Council / CCC: Cambridgeshire County Council

Project Management

Project governance arrangements and responsibilities will need to be mapped, with the Council taking a lead in this area.

A Project Plan will be required once the project advances. This will be a requirement of any government funding award and the Council is well placed to develop the Project Plan based on the work to date. The Project Plan should also have a Risk Strategy which includes a risk mitigation.

Consultation and engagement will be required to make sure the projects are welcomed by local people. The work to date has not benefitted from community engagement and this step is necessary to involve local people in the process of regeneration. Consultation has been a common thread in all recent government funding initiatives. In creating 'shovel-ready' projects, undertaking consultation is important.

As part of the project management and monitoring, it will be important to capture key data about success and positive change and understand how investment in the projects has translated into additional economic activity with more people using and enjoying the town centre. Key Performance Indicators (KPIs) should be developed for the scheme and monitored annually. Baseline indicators, beyond the work undertaken in these projects should be developed.

Because the project portfolio may be delivered over time, as funding and investment becomes available, refreshing and updating the projects from time to time is advised. With appropriate investment, the programme of work could be delivered over a three-to-four-year period, but some projects may take longer.

HUNTINGDON HUNTINGDONSHIRE

Client	Huntingdonshire District Council
Project name	Huntingdon
Project no.	B030588-UD-15
Document no.	07
Document title	A Vision for Huntingdon
Status	Final draft
Produced / checked by	HJ & MV / AC
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