

West Northamptonshire  
Development Corporation  
Business Plan 2006/07

Stepping Up

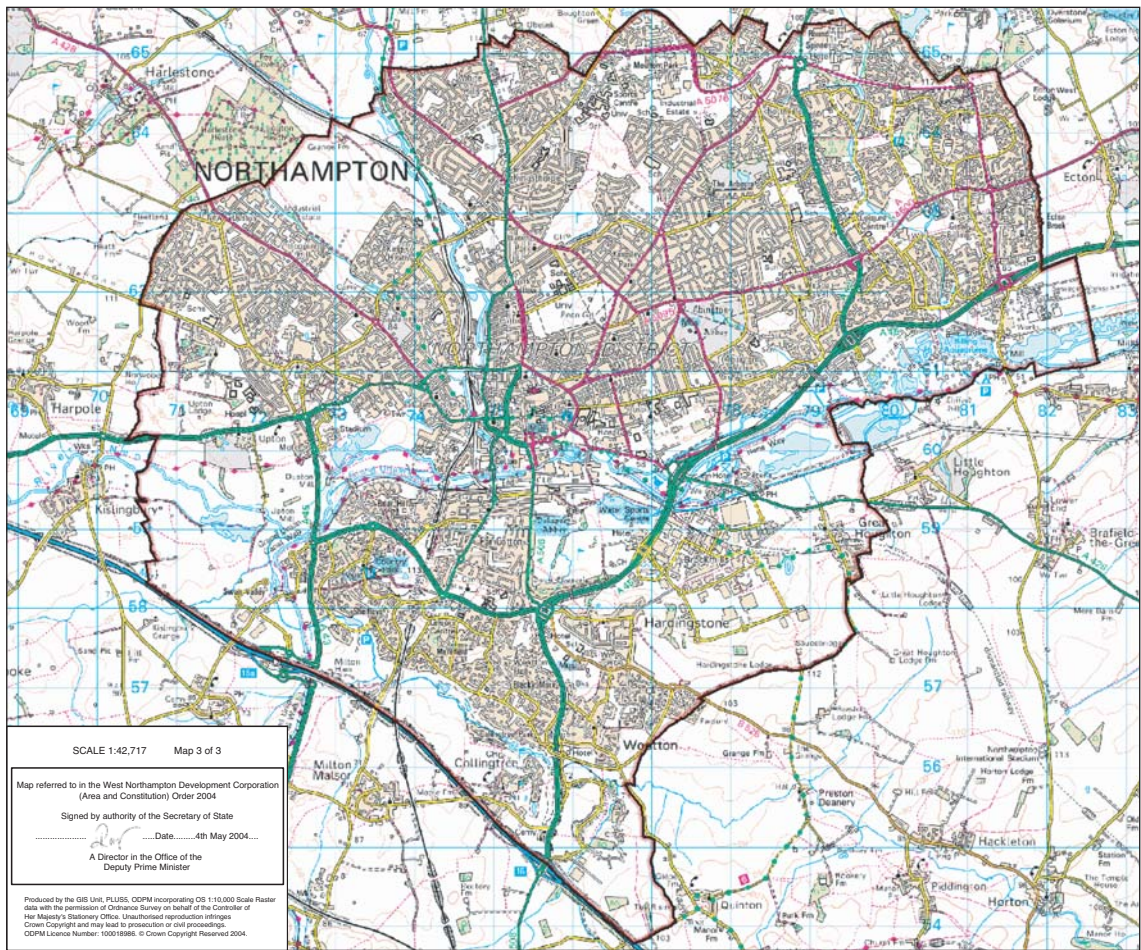


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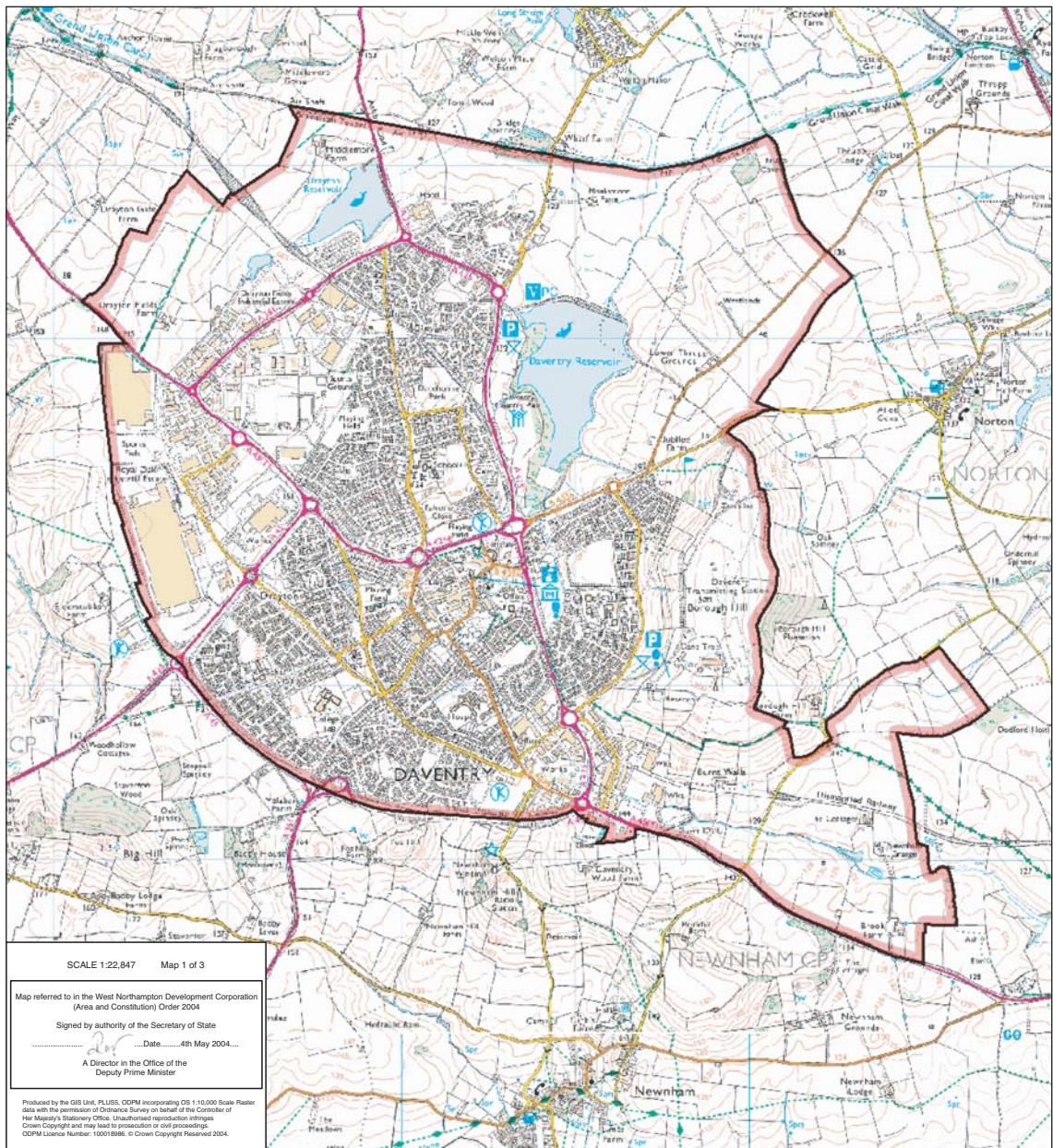


# Northampton Urban Development Area



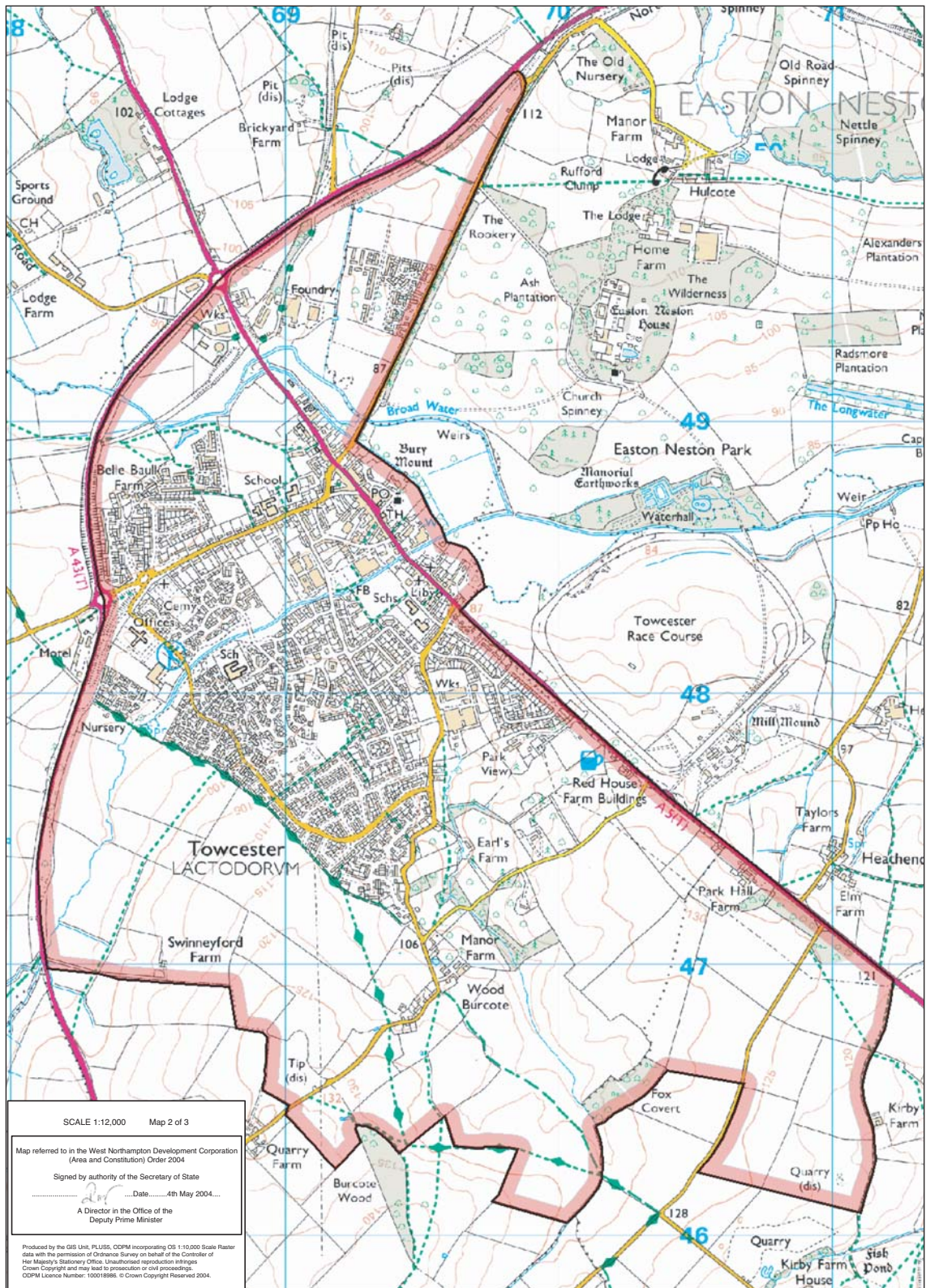
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# DAVENTRY Urban Development Area



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# Towcester Urban Development Area



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## *West Northamptonshire*

- 1 West Northamptonshire is an area of opportunity. It benefits from its strategic location in the centre of England:
  - Halfway between the country's two major cities, London and Birmingham – both players on the world stage. This provides huge opportunities to access the global marketplace
  - At the heart of the Oxford to Cambridge arc, between two of the world's most famous centres of learning. This creates opportunities to develop a role incubating and developing "spin-offs" from new technologies
  - At the southern edge of the East Midlands region, providing a "bridge" between the South East and Eastern regions, and the West Midlands and the North

## *Sustainable Communities*

- 2 "Sustainable Communities: building for the future" (ODPM, February 2003) set out the Government's aim of achieving a step change to deliver successful, thriving and inclusive communities. As part of the Plan, Four Growth Areas were identified as the focus for policy led growth with additional support from Government on infrastructure, and stronger delivery arrangements. West Northamptonshire is a key area within the Milton Keynes/South Midlands (MKSM) Growth Area and the West Northamptonshire Development Corporation (WNDC) is the delivery vehicle established to drive delivery forward.
- 3 The Order<sup>1</sup> establishing an Urban Development Corporation (UDC) for West Northamptonshire – specifically the towns of Northampton, Daventry and Towcester – was approved by Parliament in December 2004. While the Order does not set a time limit on WNDC, DCLG have indicated that they expect the body to have a ten year lifespan. This will be reviewed after five years.
- 4 WNDC's objective is to secure the sustainable regeneration and growth of the three towns within its area. As a UDC its general powers are set out in the Local Government, Planning and Land Act 1980. These powers enable WNDC to:
  - Acquire (compulsorily if necessary), hold, manage, reclaim and dispose of land and property
  - Carry out building and other operations
  - Seek to ensure the provision of water, electricity, gas, sewerage and other services
  - Carry on any business or undertaking for the purposes of its object
  - Generally do anything necessary or expedient for the purposes of its objective or for purposes incidental to those purposes
- 5 The Secretary of State has also used his powers under the 1980 Act to make WNDC the planning authority for strategic applications from 6 April 2006.<sup>2</sup>

<sup>1</sup> Statutory Instrument (SI/2004/3370)

<sup>2</sup> Statutory Instrument (SI/2006/616)

## *Public Service Agreements*

- 6 As set out in the White Paper "Spending Review 2004", Government investment is linked to delivery of outcomes and objectives through the Public Service Agreements (PSAs) targetry framework. PSAs form a contract between Departments and Treasury and show what the public can expect to be delivered from money spent. WNDC mainly contributes to the achievement of two PSA targets:

### **Department for Communities and Local Government – PSA5**

- 7 The Department for Communities and Local Government's (DCLG) PSA Target 5 aims to:

"Achieve a better balance between housing availability and the demand for housing, including improved affordability, in all English regions while protecting valuable countryside around our towns, cities and in the green belt and the sustainability of towns and cities"

- 8 In West Northamptonshire, as for most of the wider South East, there is a shortage of housing, especially affordable housing. The market is keen to address this shortfall as development sites come forward. The key targets for the area, and therefore for WNDC, are bringing development sites forward, ensuring design quality, improving affordability, protecting valuable countryside and improving the sustainability of towns and cities through the provision of social, economic, environmental and physical infrastructure.

### **Department for Communities and Local Government – PSA5**

- 9 This is a shared target between HM Treasury (HMT), DCLG and the Department of Trade and Industry (DTI) to:

"Make sustainable improvements in the economic performance of all English regions by 2008, and over the long-term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006"

- 10 West Northamptonshire is one of the most northerly Growth areas, bridging the gap between the South East and the Midlands. As a location for commercial and housing growth it provides a huge opportunity to channel wealth towards the Midlands and beyond. Evidence suggests that West Northamptonshire can accommodate significant levels of economic activity that would otherwise increase the risk of the South East overheating<sup>3</sup>. For WNDC this means ensuring sufficient employment land is allocated, and securing infrastructure improvements, especially to the area's transport links such as the reinstatement of the Northampton-Wellingborough and/or Bedford services.
- 11 In addition to these two PSA targets, WNDC also makes a contribution to the achievement of a number of other cross-departmental objectives:

<sup>3</sup> Ref: Copela study

**HM Treasury – PSA4, Department for Trade and Industry – PSA1**

“Demonstrate further progress by 2008 on the Government’s long-term objective of raising the rate of UK productivity growth over the economic cycle, improving competitiveness and narrowing the gap with our major industrial competitors”

**HM Treasury – PSA5, Department of Work and Pensions – PSA4**

“As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle, demonstrate progress on increasing the employment rate”

**Department for Trade and Industry – PSA2**

“Improve the relative international performance of the UK research base and increase the overall innovation performance of the UK economy, making continued progress to 2008, including through effective knowledge transfer amongst universities, research institutions and business”

**Department for Trade and Industry – PSA6**

“Build an enterprise society in which small firms of all kinds thrive and achieve their potential with:

- An increase in the number of people considering going into business
- An improvement in the overall productivity of small firms
- More enterprise in disadvantaged communities”

**Department for Culture, Media and Sport – PSA4**

“By 2008, improve the productivity of the tourism, creative and leisure industries”

12 West Northamptonshire has the potential to support the achievement of all these PSA targets. At the centre of the Oxford to Cambridge Arc (O2C), the area is a knowledge economy hot-spot with existing high value-added advanced manufacturing sectors such as motorsport and environmental technologies clustered locally. WNDC’s role is to assist the growth of these sectors and encourage new clusters to develop in areas where West Northamptonshire has a competitive advantage – such as around the internationally renowned Fashion School at the University of Northampton.

**Department for Communities and Local Government – PSA1**

“Tackle social exclusion and deliver neighbourhood renewal, working with Departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010”

13 West Northamptonshire, as a whole, has a relatively high quality of life. However, deprivation is clearly evident in a number of areas of Northampton and Daventry. WNDC is committed to working with partners to ensure the opportunities afforded by growth are available to all residents.

#### **Department for Communities and Local Government – PSA6**

"The planning system to deliver sustainable development outcomes at national, regional, and local levels through efficient and high quality planning and development management processes, including through achievement of best value standards for planning by 2008"

- 14 Development control powers for strategic applications in West Northamptonshire transferred to WNDC on 6 April 2006. Our aim is to offer an exemplar service and become a model for best practice.

#### **Department for Communities and Local Government – PSA8**

"Lead the delivery of cleaner, safer and greener public spaces and improvement of the quality of the built environment in deprived areas and across the country, with measurable improvements by 2008"

- 15 West Northamptonshire already has many charming and attractive open spaces and rural areas. However, the public realm in the town centres and deprived areas are not fulfilling their potential. WNDC will be taking forward projects to address these problems.

### *Regional Spatial Strategy for the East Midlands*

- 16 The current version of the Regional Spatial Strategy for the East Midlands (RSS8) was published in March 2005 following Public Examination (March-April 2004) and subsequent public consultation on proposed changes related to the MKSM Sub-Regional Strategy.
- 17 RSS8 sets out the broad development strategy for the East Midlands, including West Northamptonshire, up to 2021. The main role of RSS8 is to provide a strategy within which local authorities' planning documents and local transport plans can be prepared. It identifies the scale and distribution of provision for new housing and priorities for the environment, transport, infrastructure, economic development, agriculture, energy, minerals and waste treatment. RSS8 therefore provides the long-term planning framework for WNDC.
- 18 The next major review of RSS8, covering the period up to 2026, was launched in 2005 and is expected to be published in its final form early in 2008. WNDC will input proactively into this review to ensure the needs of West Northamptonshire are addressed.

## *Purpose of this Business Plan*

- 19 The Prospectus "Realising the Opportunity" (WNDC, December 2005), set out WNDC's overarching strategy to make West Northamptonshire a world class location to live and work. The Corporate Plan "From Aspiration to Action" (WNDC, September 2006), set out in broad terms our planned activity during the period 2006/07 and 2007/08 to deliver this strategy. This Business Plan is a detailed operating plan that sets out specific tasks and activities for 2006/07 and is primarily an internal tool to manage our scarce resources to best effect. The tasks and activities set out in the Business Plan will cascade down into individual staff members' personal delivery plans.
- 20 The Business Plan is a living document not a straight-jacket. As the world around us changes, WNDC, as a flexible and responsive organisation, will adapt to take advantage of new opportunities as and when they present themselves. A Business Plan for 2007/08 is currently in preparation.

<b>Business Plan Target 1 (BP1)</b>	By December 2006, submit a first draft Business Plan for 2007/08 to DCLG for approval
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## *WNDC Mission Statement*

*"To promote and deliver the sustainable regeneration and growth of West Northamptonshire, within the context of the national policy set out in the Sustainable Communities Plan, the plans for the wider Milton Keynes and South Midlands sub-region, and for the East Midlands as a whole."*

## *Key Objectives*

- 21 To fulfil our mission, WNDC's Prospectus set out three key sustainability objectives:
- Competitiveness – finding a position within the global economy that enables West Northamptonshire to compete successfully within world markets
  - Cohesion – making the opportunities arising from growth available to both existing and future residents
  - Quality – creating buildings and places that are well designed, enhance their surroundings and contribute to a better environment

- 22 Ten areas for WNDC and its partners to take action to achieve these objectives were also identified:
- Improving and diversifying the economic base
  - Transforming town centres
  - Providing a greater number and range of well-designed, eco-friendly and diverse housing
  - **Establishing a more recognisable sense of place and identity**
  - Improving connectivity
  - **Creating inclusive communities**
  - Developing high quality skills
  - **Achieving quality in the natural and built environment**
  - **Improving management of environmental assets and resources**
  - Helping West Northamptonshire's rural communities
- 23 The areas in bold have been identified as cross-cutting objectives. All WNDC's investment activities will be expected to contribute towards these four objectives.
- 24 WNDC will measure progress in all ten areas through three different approaches:
- Each project directly supported by WNDC will have targets in the form of milestones and outcomes attached to our approval. Through regular project monitoring WNDC will confirm project performance against those targets
  - Regular updating of headline indicators based on the action areas, and linked to the targets and objectives set out in the Northamptonshire Local Area Agreement (LAA). These represent locally agreed priorities for change and improvement
  - Longer term measurements, including techniques such as "Social Return on Investment" and "Local Multiplier 3 (LM3)", evidence the whole life value of the programme and the long term benefit generated for the west Northamptonshire economy and local people's life chances

## *Corporate Plan Priorities and Targets*

- 25 A variety of organisations lead in each of the ten action areas – success will be achieved through strong public, private, voluntary and community sector partnerships. WNDC can support its partners' ability to deliver by the use of our influence, resources and powers. During this Corporate Plan period (April 2006-March 2008), WNDC has identified three key priorities to kick-start the sustainable regeneration and growth of West Northamptonshire:
- Developing and implementing the two strands of the Growth Delivery Plan. This will enable WNDC and its partners to set out a costed and programmed approach to the delivery of strategic infrastructure, the rejuvenation of town centres and the delivery of local infrastructure key to unlocking development locations. Underpinning the Growth Delivery Plan is work to establish a comprehensive understanding of the housing pipeline
  - Enabling high quality housing and employment development, which also releases development value for infrastructure provision, through effective use of our development control powers
  - Investing Growth Area Funding in West Northamptonshire

**BP2** Conduct a review of existing policy and delivery arrangements in the ten areas for action and, by March 2007, produce a report on WNDC's role within the wider delivery arrangements

26 As an indicator of performance in these areas we have adopted the Key Performance Indicators (KPIs) below:

<b>KPI1</b>	By December 2006 to have prepared the first draft of the Spatial Investment Plan <sup>4</sup>
<b>KPI2</b>	By December 2006 to have prepared action plans for delivery for the six identified key development locations <sup>5</sup>
<b>KPI3</b>	By the end of the Corporate Plan period to reduce the number of undetermined planning applications by 60%
<b>KPI4</b>	By the end of the Corporate Plan period to have increased the percentage of major planning applications determined within 13 weeks of validation to 60%
<b>KPI5</b>	By the end of the Corporate Plan period to have increased the percentage of minor planning applications determined within 8 weeks of validation to 67%
<b>KPI6</b>	By the end of March 2007 to have invested all £10m worth of Growth Areas Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire
<b>KPI7</b>	By the end of March 2008 to have invested all £15m worth of Growth Areas Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire
<b>KPI8</b>	By the end of August 2007 to have a minimum of £30m worth of projects appraised and approved ready for Growth Area Funding Round 3

## Key Investment Indicators

27 WNDC will receive £25m capital funding from DCLG during this Corporate Plan period. We intend to use this money to unlock and attract greater value in West Northamptonshire. We have adopted a number of output targets to demonstrate progress in this value creation. From the £25m we invest during this Corporate Plan period we forecast achieving the following outputs:

		Gross Direct Outputs	Gross Indirect Outputs	Total Gross Outputs
<b>KII1</b>	Housing (number of units)	720	1,820	2,540
<b>KII2</b>	Commercial floorspace created (m <sup>2</sup> )	12,255	5,500	17,755
<b>KII3</b>	Jobs created or safeguarded (FTEs)	430	125	555
<b>KII4</b>	Private sector investment attracted (£)	89,000,000	201,480,000	290,480,000
<b>KII5</b>	Public sector investment attracted (£)	8,750,000	0	8,750,000

<sup>4</sup> Upon completion, this KPI will be replaced by further indicators on delivery of the Strategic Investment Plan.

<sup>5</sup> Upon completion, this KPI will be replaced by further indicators on delivery of the key development locations

### Key Efficiency Indicators

28 WDC has been set up as a lean and efficient organisation. We have a small core staff and outsource functions where it is cost effective to do so. However, we will continue to look at ways to improve our internal efficiency. To measure our performance in this regard we have adopted the following indicators:

- KEI1** Actual spend on administration costs to be within 2% of forecast
- KEI2** To respond to at least 95% correspondence within 15 days of receipt

29 We will report performance against all these targets in our Annual Report. Updates will also be presented, in public session, at each Board meeting.

## Priority 1: The Growth Delivery Plan

30 The Prospectus set out WDC’s intention to develop and implement a “Growth Delivery Plan” to be in place by March 2007. The Growth Delivery Plan will be a series of reports, programmes and projects pursued through two parallel, but interdependent tracks. A Steering Group of Local Authorities and statutory agencies, chaired by WDC, was established in May 2006 to drive the Growth Delivery Plan forward. The Steering Group meets on a six-weekly basis and reports progress to WDC’s Board.

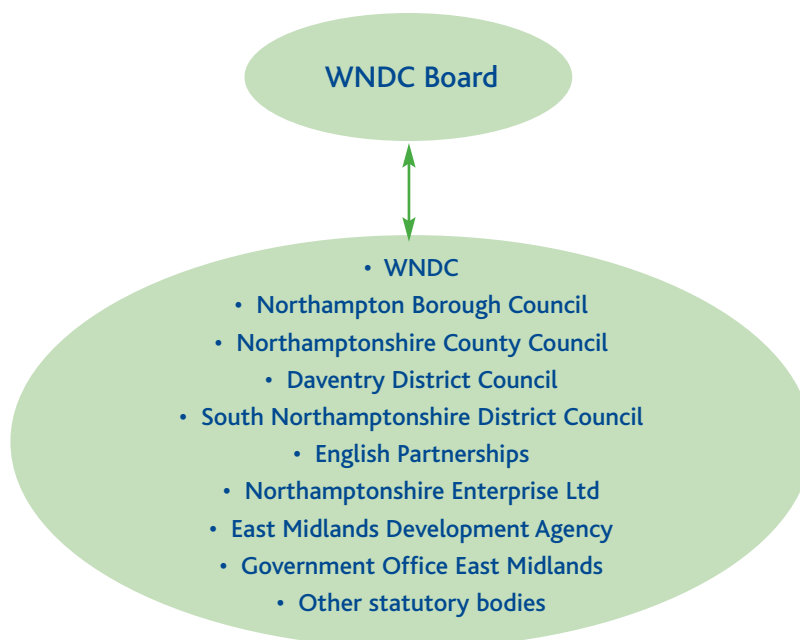


Figure 1: Growth Delivery Plan Steering Group

- BP3** Growth Delivery Plan Steering Group in place by Summer 2006
- BP4** First draft Growth Delivery Plan complete by March 2007

## Track One: Strategic Interventions

31 The first track will address the long-term up to 2021. It will seek to build up a clear picture of the location of growth, infrastructure requirements, funding and delivery mechanisms. The end result will be a "Spatial Investment Plan" (SIP) which will set out the "where, what, how, when and how much" of growth delivery over the planning period.

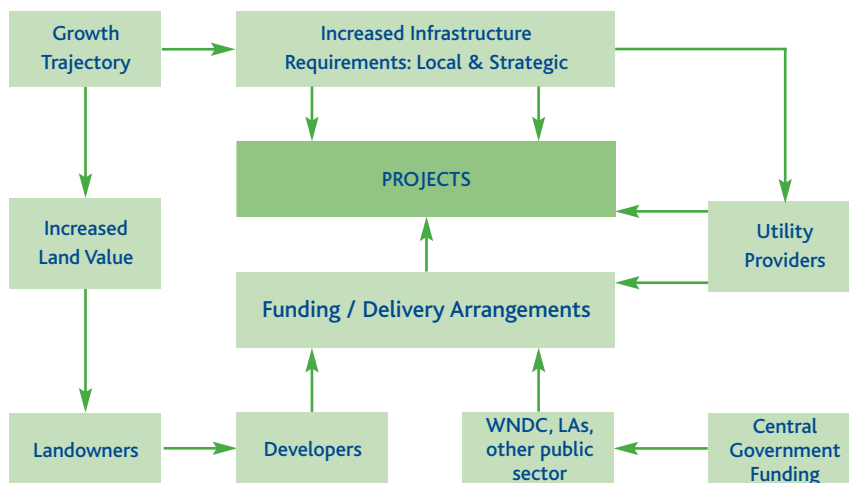


Figure 2: Components of the Spatial Investment Plan

32 The key components of the Spatial Investment Plan are:

### Growth Trajectory

33 The location and phasing of the residential and commercial developments up to 2031 determines the quantity, type and location of the infrastructure requirement. The overall level of growth for West Northamptonshire is set out in the Regional Spatial Strategy for the East Midlands. The location and phasing will be set out in the Local Development Frameworks (LDFs) to be prepared by Daventry District Council, Northampton Borough Council and South Northamptonshire District Council during 2007 and 2008.

34 To underpin their work on the LDFs, a "Growth Options Study" has been commissioned by the West Northamptonshire Local Development Document/Local Transport Plan Steering Group (members include Northamptonshire County Council, Northampton Borough Council, Daventry District Council, South Northamptonshire District Council and WNSDC) to understand the scale and location of growth through to 2021, and the likely "direction of travel" through to 2031. The Growth Options Study is due to start in the Summer of 2006 and be completed by Autumn 2006.

<b>BP5</b>	Input into the Growth Options Study to enable the local authorities to complete by December 2006
<b>BP6</b>	Compile, by Summer 2006, and maintain a comprehensive housing trajectory for West Northamptonshire

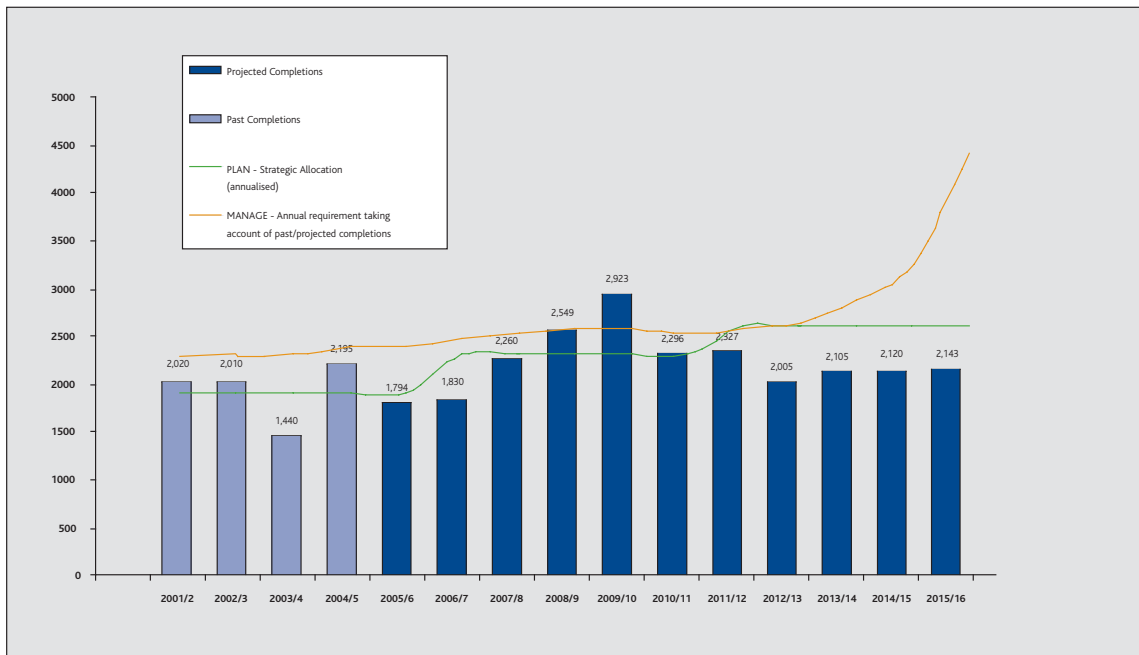


Figure 3: Current West Northants Housing Trajectory Forecast

### Infrastructure Requirements

35 An initial study by EDAW to better understand the county's infrastructure requirements has been commissioned by Northamptonshire County Council, in partnership with WNDC, North Northants Development Company and the district authorities of Northamptonshire. This study commenced in October 2005 and is due for completion in Summer 2006. A more comprehensive piece of work, informed by the results of the Growth Options Study will follow in Spring 2007. It is expected that infrastructure requirements will be regularly reviewed thereafter.

36 EDAW's infrastructure work has identified a specific gap in the understanding of the long-term water supply and sewerage requirements for West Northamptonshire. Together with the Environment Agency, WNDC will commission a water cycle study in the Summer of 2006. This study is expected to be complete by Spring 2007.

**BP7** Initial EDAW study complete Summer 2006

**BP8** Comprehensive infrastructure work commissioned Spring 2007

**BP9** Water cycle study complete Spring 2007

## Funding

### *Land Value Capture*

- 37 Increased land values created by growth and development can reasonably be expected to contribute to the infrastructure and service provision costs that growth creates. The Treasury is currently considering a national system "Planning Gain Supplement" to capture this contribution. This will not be in place before 2008. In the meantime, WNDC is working on a standard charge system that simplifies the process. A similar system is on the verge of adoption in Milton Keynes.
- 38 The EDAW study will produce by Summer 2006, an initial view of the likely scale of land value that can be captured in West Northamptonshire and the size of the standard charge. Discussions with the development sector will follow in the Autumn of 2006 with a view to having an in principle agreement by Summer 2007 for large-scale residential developments on greenfield land. Agreements on brownfield land and commercial development will follow during the second half of the Corporate Plan period.

**BP10** Identify an initial view of the contribution from land value and standard charge by Summer 2006

### *Public sector contributions*

- 39 In addition to value from development, contributions to infrastructure provision will come from statutory undertakers and from the public sector. The public sector contributions will come from specific growth related programmes like the Growth Areas Fund (GAF) and the Community Infrastructure Fund (CIF), and mainstream funding from local authorities, statutory bodies, statutory undertakers and central Government Departments.
- 40 The size of West Northamptonshire's future allocation of specific growth related programmes is determined by the overall size of DCLG's allocation from Treasury, and the internal allocation within DCLG. To provide maximum support for West Northamptonshire's case, WNDC will directly, and as part of county-wide and MKSM-wide submissions, provide DCLG by Autumn 2006 with evidence of West Northamptonshire's resource requirements and ability to spend for their Departmental submission to the Comprehensive Spending Review 2007 (CSR07).
- 41 Ensuring public sector funding from across Whitehall supports the growth agenda is an issue across all growth areas. It is therefore more appropriate for WNDC's sponsor Department, DCLG, to tackle direct within the context of the cross-cutting review of Departmental spending and growth, announced by the Chancellor of the Exchequer in his Pre-Budget Report in November 2005, which will feed into CSR07 allocations. WNDC will contribute to the county-wide and MKSM-wide submissions, provide DCLG by Autumn 2006 with evidence of West Northamptonshire's resource requirements for their Departmental submission to the cross-cutting review.

**BP11** Provide evidence for submission directly, and on a county-wide and MKSM-wide basis, to DCLG by Autumn 2006, to support their bid for growth related programmes as part of CSR07

**BP12** Provide evidence for the county-wide and MKSM-wide submissions to DCLG by Autumn 2006, for their input into the cross-cutting review on departmental expenditure and growth

### **Delivery Arrangements**

42 Ensuring that infrastructure and service provision, and the funding to pay for it, is there when it is needed is essential to the delivery of sustainable communities. The ringmaster role is vital to ensure the effective co-ordination of delivery. The banker role is essential to ensure sufficient funds are available at the right time to pay for it. English Partnerships play both roles in Milton Keynes. WNDC has commissioned a consultant, advisor to the Milton Keynes Partnership Committee on the development of their tariff arrangement, for an initial six month period to help develop a mechanism for extracting that value.

43 The EDAW study proposed that WNDC take on the role of ringmaster in West Northamptonshire. This requires WNDC to act as the lead negotiator and deliverer of the land value capture mechanism – essentially a co-ordinator and commissioner of infrastructure, facilities and services. Using the Milton Keynes model as a guide, WNDC proposes establishing a number of Infrastructure and Service Providers' Sub-Groups reporting to the Growth Delivery Plan Steering Group. These would cover Housing, Transport, Utilities, Community Infrastructure, Inward Investment and Funding. Invitations to become a member of a Sub- Group will be sent to key service and infrastructure providers, relevant statutory bodies, the private sector, central Government and local authorities.

**BP13** Infrastructure and Service Providers' Sub-Groups established by Autumn 2006

44 WNDC is currently in discussions with key partners, such as Northamptonshire County Council, English Partnerships, Partnerships UK and the commercial banking sector to better understand the organisational issues associated with the banker and ringmaster roles in West Northamptonshire. WNDC will work with partners soft market test proposals for the banker role in West Northamptonshire by Autumn 2006.

**BP14** Soft market testing of the banker role in West Northamptonshire by Autumn 2006

45 Delivering the first draft of the Spatial Investment Plan (SIP) by December 2006 will be a Key Performance Indicator for WNDC during the first half of this Corporate Plan Period. Actions from the SIP will give rise to further Key Performance Indicators for 2007 and beyond.

**BP15/ KPI1** By December 2006 to have prepared the first draft of the Spatial Investment Plan

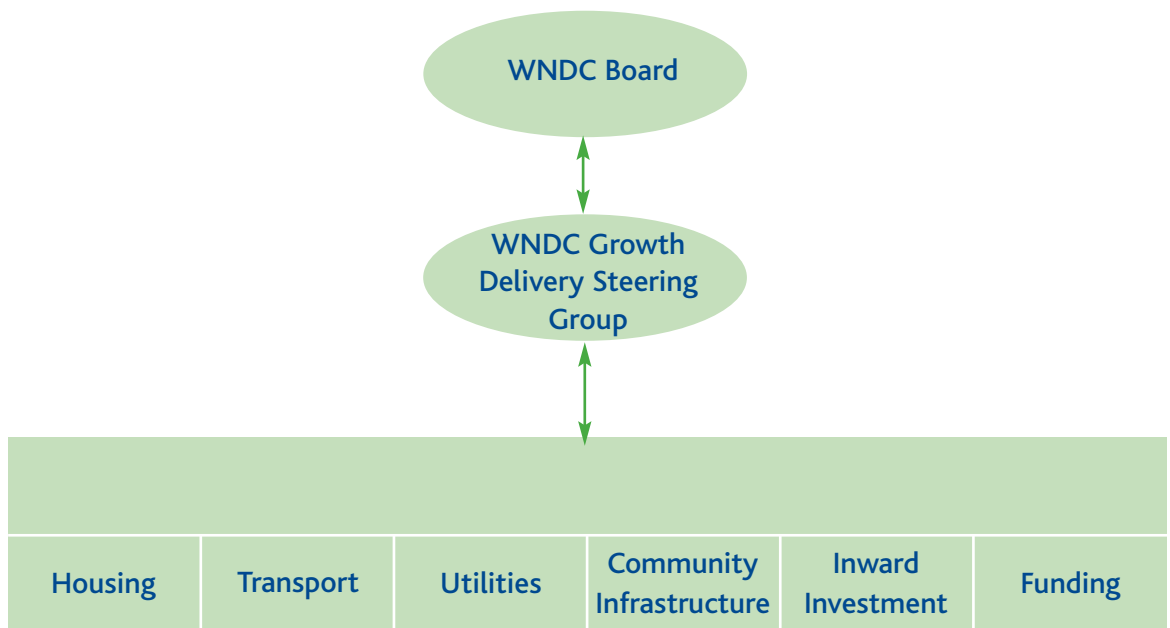


Figure 4: Growth Delivery Plan: Infrastructure Providers' Group

## Track Two: Development Locations

46 Within the context of the Growth Delivery Plan, six development locations have been identified as the focus for action in the short and medium term. WND has instigated an audit of these locations and is developing action plans for delivery. Finalising these delivery plans by December 2006 will be a key performance indicator for the first half of this Corporate Plan period. Action to deliver these plans will give rise to further Key Performance Indicators for 2007 and beyond.

**BP16/ KPI2** By December 2006 to have prepared action plans for delivery for the six identified key development locations

47 To drive forward delivery, WND will establish Project Boards – or work with existing Project Boards where they are fit for purpose, for each location. The Boards will be chaired by WND or one of its key partners, such as the local authority. Other members will include delivery partners such as English Partnerships, the County Council, and could include the private sector. These Project Boards will report to the Growth Delivery Steering Group.

**BP17** By Autumn 2006 Project Boards for each of the six key development locations to be established

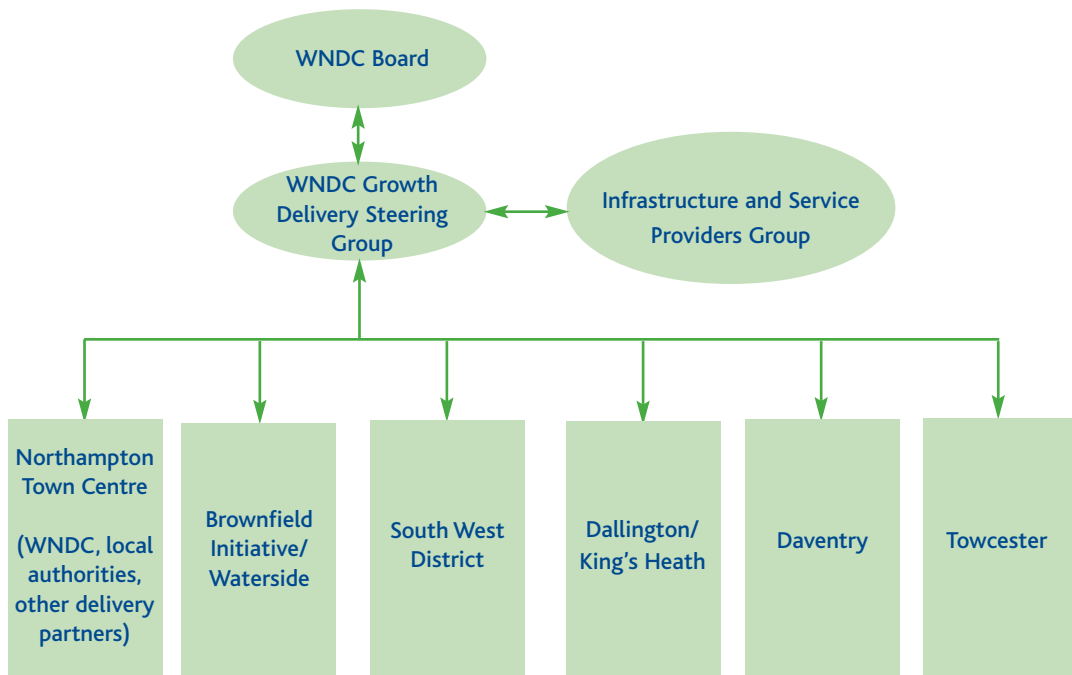
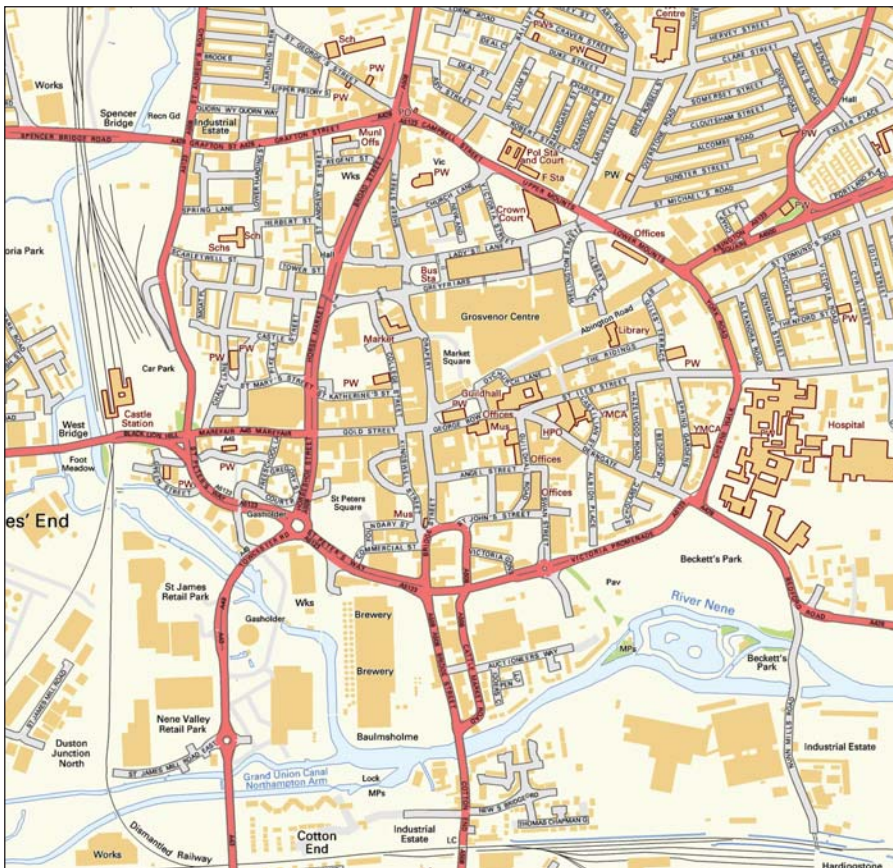


Figure 5: Growth Delivery Plan: Development Location Project Boards

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## Northampton Town Centre



- 48 Northampton is identified in RSS8 as a Principal Urban Area, and as a Priority Urban Area in the Regional Economic Strategy. Northampton's town centre is therefore the retail, commercial and cultural heart of West Northamptonshire. Its revitalisation is key to the successful regeneration and growth of the area.
- 49 In February 2006 Northampton Borough Council, with WNDC, the County Council and English Partnerships, commissioned a design, development and movement study for the central area of Northampton. The objective of this study is to bring forward an exemplar masterplan to guide investment in the town centre until 2021. The study is due for completion in the Summer of 2006. The interim report, submitted in April 2006, identified work on improving the Public Realm (paving, street furniture, street lights, trees, etc) as the priority for demonstrating the public sector's commitment to the town to potential private sector investors.

**BP18** Design, development and movement study for the central area of Northampton completed by Summer 2006

- 50 Delivering improvements to the public realm will therefore be a key priority for WNDC and £4.2m has been earmarked from WNDC's capital projects budget for the first stage of improvements during 2007/08. Developing deliverable projects within this timescale will be a key priority during this Business Plan period. WNDC will aim to have identified, worked up and appraised sufficient projects to deliver a minimum of £4.2m worth of improvements by March 2007.
- 51 Together with Northampton Borough Council and Northamptonshire County Council, WNDC will work up further investment proposals for the central area of the town. Projects will be appraised and ready for investment by August 2007.

**BP19** By March 2007 to have identified and appraised a minimum of £4.2m worth of projects to deliver improvements to the public realm of Northampton's central area

## Northampton Brownfield Initiative/Waterside:



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- 52 The Brownfield Initiative started as a joint programme between English Partnerships and Northampton Borough Council. Its aim is to redevelop three linked brownfield sites in the Nene Valley near to Northampton town centre – Ransome Road, Harvey Reeves Road and Sixfields. Over £17m from the first round of Growth Areas Funding was invested in Phases 1-3 of the project. English Partnerships committed a further £18m.
- 53 WNDC has committed £10.8m to Phase 4 of the project during this Corporate Plan period. English Partnerships will invest a further £6m. Phase 4 delivers five schemes – Ransome Road Gateway, Bedford Road Gateway, South Ransome Road, South West Sixfields Advanced Site Infrastructure and Strategic Flood Mitigation Works for Northampton. WNDC is contributing just over 55% of the funding for the first three schemes, which help unlock higher quality housing development, and 100% of the cost of the strategic flood mitigation works.

**BP20** Together with English Partnerships deliver Year One of Phase 4 of the Brownfield Initiative by March 2007

## Northampton South West District:



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54 This area is identified for residential and commercial development in the existing Local Plan. Development is already underway at Swan Valley, St.Crispin's, Upton and Princess Marina. Further development is dependent on the provision of infrastructure – most notably the Cross Valley Link Road (CVLR). The first section of CVLR will be delivered by Prologis as part of the planning gain package for the Pineham development. Northamptonshire County Council and English Partnerships have secured £10m worth of funding from the Government's Community Infrastructure Fund (CIF) to deliver the second and third phases. A further £10m has been secured from CIF for improvements to Sandy Lane and to build a relief road for Sandy Lane.

**BP21** Together with English Partnerships and Northamptonshire County Council deliver Year One of the CIF programmes for CVLR, Sandy Lane Relief Road and Sandy Lane Improvements by March 2007

55 Plans for these roads will be considered by WNDC as the local planning authority.

## Northampton Dallington/King's Heath:



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- 56 This area is identified in the existing Local Plan for mixed use development. Development proposals are likely to come forward during the next eighteen months. WNDC will look for these proposals to demonstrate that the location is being developed in the most sustainable way, in particular to support the regeneration of King's Heath.
- 57 During 2006/07, WNDC will invest £5000 to develop the capacity of local residents in King's Heath, especially young people, to engage in the debate over these proposals.

## Daventry Town Centre – built-up area and potential locations for urban extensions:



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- 58 The Regional Spatial Strategy for the East Midlands identifies Daventry as a Sub-Regional centre offering improved shopping facilities and a wider range of jobs and services. This will enable the town to accommodate the growth of its population to around 40,000 by 2021.
- 59 WNDP has committed £6.7m from its capital programme in this Corporate Plan period to work with Daventry District Council and Northamptonshire County Council to galvanise the rejuvenation of the town centre by creating over 45,000m<sup>2</sup> of new retail and office space on three of the sites identified for development in the Daventry Town Centre Vision (sites 1, 4 and 5).
- 60 Together with Daventry District Council and Northamptonshire County Council, WNDP will begin the process of drawing up deliverable proposals for Phase 2 of the Town Centre Vision. Projects will be appraised and ready for investment by August 2007.

**BP22** Together with Daventry District Council and Northamptonshire County Council, deliver Year One of Phase 1 of the Daventry Town Centre Vision by March 2007

## Daventry Town Centre



## Towcester Town Centre, built-up area and potential urban extensions:



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61 The rejuvenation of Towcester's town centre is a key priority for South Northamptonshire District Council. Moat Lane is a riverside location containing a heritage site, running parallel to Towcester's high street. It provides an excellent opportunity to improve the town's overall retail, leisure and employment offer.

62 During this Business Plan period, WNDC will work with its partners, South Northants Council and Northamptonshire County Council, to develop a project that maximises the potential in the site. WNDC has earmarked £1.7m during 2007/08 for the project, and will look for partners to contribute further funding.

**BP23** Together with South Northamptonshire District Council and Northamptonshire County Council, to have identified and appraised at least £1.7m worth of development at Moat Lane by March 2007

63 Together with South Northamptonshire District Council and Northamptonshire County Council, WNDC will begin the process of drawing up deliverable proposals for further investment in Towcester town centre. Projects will be appraised and ready for investment by August 2007.

## Towcester Town Centre



## *Strategic Planning Applications*

- 64 DCLG transferred development control powers for “strategic” planning applications from the relevant planning authorities to WNDC on 6 April 2006. The Government held a public consultation between April and June 2005 on the definition of strategic. Following that consultation it concluded that the thresholds set out below should apply, except in Northampton town centre where, after further public consultation between December 2005 and January 2006, it concluded that, with the exception of householder development, listed buildings, advertisements and telecommunications proposals, WNDC should have responsibility for all planning applications.
- 65 On 6 April 2006 WNDC inherited sixty undetermined planning applications – some of which had been lodged a number of years previously. By the end of June 2006, the number of applications had risen to over 120, with a number of large and complex applications likely to follow in the Summer or Autumn. By March 2007, the aim is to have reduced this number back to 60. By the end of the Corporate Plan period, we aim to reduce this number by at least 60% (to a maximum of 24 outstanding applications). This target is a Key Performance Indicator for WNDC during the Corporate Plan period.

**BP24** By March 2007 to have reduced the number of outstanding planning applications to 60

## *Planning Committees*

- 66 WNDC has set up Planning Committees for each of its three areas to decide applications. Subject to obtaining approval from the Secretary of State, these Committees will include representatives from the relevant local authority. Each of the Committees meets in public, and papers are made available five working days before meetings.

**BP25** Between April 2006 and March 2007 to have made at least 95% of Planning Committee Papers publicly available five working days before meetings

## *Handling Planning Applications*

- 67 In order to take advantage of local knowledge and skills whilst avoiding the duplication of expensive administrative and professional planning services already provided within existing planning departments, WNDC will seek to work closely with local councils to deliver its planning service. An initial, six month, service level agreement has been put in place with each local authority to provide a planning service. Where these prove sufficiently robust to deliver the performance targets set by WNDC, longer term service level agreements will be put in place. These targets are to improve the speed of the planning service during the Corporate Plan period to a level where:
- At least 67% of new minor and other applications are being dealt with within eight weeks of validation by March 2008
  - At least 60% of new major applications are being dealt with within thirteen weeks of validation by March 2008

- 68 These targets are Key Performance Indicators for WNDC during the Corporate Plan period. Our interim targets for March 2007 are to have dealt with 65% of minor applications within eight weeks, and at least 60% of major applications within thirteen weeks.
- 69 For comparison, in 2005/06 performance across the whole of Northampton Borough for minor applications was 75.6%, and 85.6% for other applications (WNDC will only deal with minor and other applications in Northampton Town Centre). In 2005/06, for major applications the performance across the three local authorities was: South Northamptonshire 71.4%, Northampton 66.2% and Daventry 41.7%.
- 70 Our targets have been set at a level which reflects the organisational difficulties associated with the transition of powers to WNDC, such as the large number of live applications inherited on the day we received our planning powers. In future years these targets will be raised. Our ultimate aim is to offer the best planning service in the country.
- 71 To resource a top quality planning service, WNDC will seek to establish a "blind trust" arrangement whereby developers contribute to the costs associated with that service in return for their application being considered within a defined timescale. These costs might include staff time and tariff development.

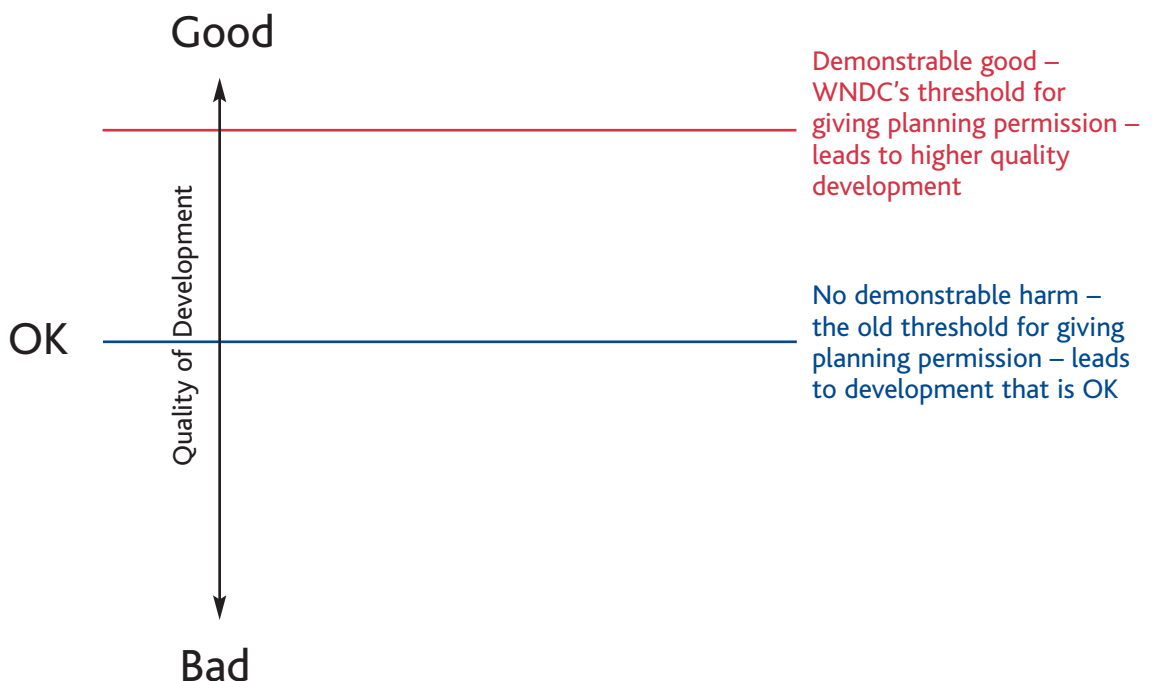
<b>BP26</b>	By Summer 2006 have negotiated SLAs with local authorities that enable the delivery of WNDC's planning targets
<b>BP27</b>	At least 65% of new minor and other applications are being dealt with within eight weeks of validation by March 2007
<b>BP28</b>	At least 60% of new major applications are being dealt with within eight weeks of validation by March 2007
<b>BP29</b>	By Autumn 2006 have established a "blind trust" arrangement with developers

<b>Development Type</b>	<b>Northampton Town Centre Action Plan Area</b>	<b>Rest of Development Area</b>
<b>HOUSING (CLASS C3)</b>	1 or more new units	50 units; or 1Ha site area, whichever is the smaller
<b>MIXED USE</b> (Developments involving more than one land use e.g. residential and commercial)	All applications	2500m <sup>2</sup> floorspace; or 1Ha site area, whichever is the smaller
<b>B1; OFFICE, R&amp;D, LIGHT INDUSTRY</b>	All applications	2500m <sup>2</sup> floorspace; or 1Ha site area, whichever is the smaller
<b>B2, B8 GENERAL INDUSTRY, DISTRIBUTION</b>	All applications	2500m <sup>2</sup> floorspace; or 1Ha site area, whichever is the smaller
<b>RETAIL (CLASS A1, A3 – A5)</b>	All applications	2500m <sup>2</sup> floorspace
<b>RETAIL (CLASS A2)</b>	All applications	NONE
<b>LEISURE, ATTRACTIONS &amp; RECREATIONAL FACILITIES (CLASS D2)</b>	All applications	1000m <sup>2</sup> floorspace; or 1Ha site area, whichever is the smaller
<b>EDUCATION, COMMUNITY USES (CLASS C2, D1)</b>	All applications	1000m <sup>2</sup>
<b>HOTELS (CLASS C1) &amp; ALL OTHER USES (SUI GENERIS)</b>	All applications	NONE
<b>BUILDINGS</b>	N/A	Height 15m+
<b>LOSS OF DEVELOPMENT</b>	Any application which results in the loss of development of any of the above types	Any application which results in the loss of development of any of the above types
<b>CAR PARKS</b>	All applications	50 spaces+
<b>PLAYING FIELDS</b>	All applications	1Ha (loss or prejudice if used as playing field in previous 5 years)
<b>MINING/MINERALS QUARRIES</b>	All applications	2Ha
<b>WASTE DISPOSAL / RECYCLING</b>	All applications	Throughput min 20,000tonnes/annum To be regarded as strategic
<b>TRANSPORT</b> (Roads, aircraft runway, heliport, air passenger terminal, railway station, bus/coach station, river crossing, river pier, roads)	All applications	All

## Raising the Quality of Developments

72 Until recently, the planning system allowed development to take place where there was no demonstrable harm. However, in 2004, Planning Policy Statement 1 (PPS1) introduced a new approach based around ensuring that development delivers demonstrable good. In considering planning applications, WNDC will expect developers to be able to demonstrate how their proposals deliver the best possible combination of social, economic and environmental benefits from any site. During the Summer and Autumn of 2006, WNDC will prepare a "standard for planning" that will set out in more detail what will be expected in order to demonstrate developments meet the new quality threshold. This will include site specific "concept statements" where appropriate. The standard will aim to provide clarity for both developers and the community.

**BP30** By Autumn 2006 to have adopted a "standard for planning" that sets out WNDC's quality threshold for development



73 WNDP has been allocated £25m of Growth Area Funding to invest in infrastructure renewal in West Northamptonshire. The first £10m has to be spent by March 2007, the remaining £15m by March 2008. Investing all £25m into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire is a key performance indicator for WNDP.

**BP31/ KPI6** By the end of March 2007 to have invested all £10m worth of Growth Area Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire

**BP32** By March 2007 to have identified and appraised projects that can invest at least £15m worth of GAF2 in the sustainable regeneration and growth of West Northamptonshire during 2007/08

### Outcome Priorities

74 GAF funding will be allocated according to the principles of propriety and value for money set out in WNDP’s Programme Management Manual including, where appropriate, a full Green Book appraisal. This involves projects passing through a series of gateway stages – as set out below.

**BP33** By December 2006 have robust programme and project management procedures in place and linked up with the new Programme Management System

**Table 1: WNDP’s Gateway Process**

Stage 0 Strategic Fit

Stage 1 Project Development & Appraisal

Stage 2 Investment Decision

Stage 3 Contract

Stage 4 Delivery

Stage 5 Closure

Stage 6 Evaluation

75 Full details and application forms for each stage of the process are available on WNDP’s website. Typically, projects eligible for GAF funding will originate from one of three sources:

- Within WNDP
- WNDP in partnership with external organisations
- External organisations bidding to WNDP

76 The vast majority of GAF funding will be allocated to projects developed by WNDP in partnership with external bodies.

77 Funding will be invested in activity that supports delivery in the ten action areas identified in the Prospectus. However, GAF money alone will clearly not be sufficient to deliver all West Northamptonshire’s sustainable regeneration and growth requirements. This requires substantial resources created by development and attracted from the private and public sectors. GAF funding is therefore primarily “seedcorn” which WNDC will use to provide the key infrastructure that unlocks the development potential of land – thereby attracting larger sums for delivering sustainability – making the WNDC area more attractive for private sector investors, and ensuring that public sector investment matches the needs of a growing population.

78 To provide focus for investment, WNDC has established four overarching programmes and identified development opportunities within them. These are:

	Current Gateway Status	£m
<b>Northampton</b>		
Brownfield Initiative Phase 4 (2006-2008)	Stage 2: Awaiting Treasury approval	10.8
Public Realm (2007/08)	Stage 1: Proposal in development	4.2
<b>Daventry</b>		
Town Centre Vision Phase 1 (2006-2008)	Stage 2: Awaiting DCLG approval	6.7
<b>Towcester</b>		
Moat Lane (2007/08)	Stage 1: Proposal in development	1.7
<b>Flagship</b>		
82 Derngate (2007/08)	Stage 1: Proposal in development	0.5
Unallocated (2007/08)	Stage 0: Proposals being developed	1.1
<b>Total</b>		<b>25.0</b>

## Outputs

79 The key outputs WNDC will expect GAF projects to deliver, directly or indirectly, as well as supporting sustainable regeneration in their own right are:

- A direct contribution to the provision of infrastructure required for sustainable communities
- Generating land value for infrastructure through housing and/or commercial development
- Attracting private sector investment
- Attracting public sector investment

80 Given the time lags on physical projects between intervention and results, outputs are likely to start very slowly and then ramp up as investment creates a more attractive environment for further investment. Left to the market these changes may never come forward, or would come forward very slowly. WNDC's investment will be used to overcome the market failures that prevent development coming forward or prevents it coming forward at a rate that enables planned infrastructure improvements to ensure sustainability.

81 WNDC forecasts the outputs below to be generated through GAF during this Corporate Plan period. These outputs will be key indicators of WNDC's investment performance, although given the timelag associated with physical development projects, they will be delivered after the Corporate Plan period has finished.

		Gross Direct Outputs	Gross Indirect Outputs	Total Gross Outputs
<b>KII1</b>	Housing (number of units)	720	1,820	2,540
<b>KII1</b>	Commercial floorspace created (m <sup>2</sup> )	12,255	5,500	17,755
<b>KII3</b>	Jobs created or safeguarded (FTEs)	430	125	555
<b>KII4</b>	Private sector investment attracted (£)	89,000,000	201,480,000	290,480,000
<b>KII5</b>	Public sector investment attracted (£)	8,750,000	0	8,750,000

### *Growth Areas Fund Round 3*

82 WNDC has an indicative lifespan of ten years. During this time, we expect our funding stream to at least remain the same from one year to the next – subject to our ability to successfully invest resources. Preparation for a future round of Growth Area Funding (GAF3) is therefore a key priority. Having at least £30m worth of projects appraised and approved by August 2007 is a Key Performance Indicator for this Corporate Plan period.

## Stakeholder Mapping

83 Successful delivery of sustainable regeneration and growth in West Northamptonshire will require close partnership working with a range of stakeholders. WNDC is using the matrix approach recommended by the Office of Government Commerce (OGC) in their publication "Managing Successful Programmes" (TSO, 2003) for both the overall programme and individual projects. This approach will identify the key stakeholders that have an interest in WNDC's work and the level of influence they have over WNDC's ability to deliver. The matrix will be complete by Summer 2006. Key partners are expected to include the community, local authorities, regional bodies such as the East Midlands Development Agency, national bodies such as Environment Agency and English Partnerships, and Government Departments.

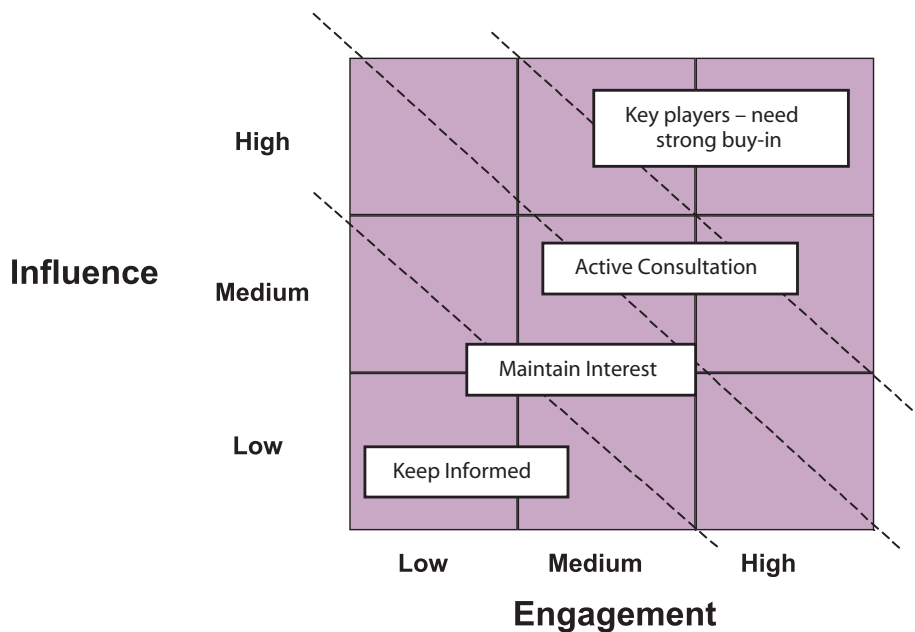


Table 2: Stakeholder Matrix

84 The matrix will enable WNDC to develop by Autumn 2006 a comprehensive Communications Strategy which focuses resources on the key messages to partners. It will also be used to inform and engage with stakeholders as appropriate. The Communications Strategy will be a living document that is kept under continual review.

85 Maintaining effective communication with the local community and stakeholders is a key indicator of performance for WNDC. As a measure of our internal efficiency, we will therefore aim to respond to at least 95% of correspondence within 15 days of receipt.

**BP34** By Summer 2006 to have mapped all WNDC's stakeholders onto the OGC matrix

**BP35** By Autumn 2006 to have developed a comprehensive Communications Strategy

**BP36/** Between April 2006 and March 2007 to have responded to at least 95% of  
**KEI2** correspondence within 15 days of receipt

## *The Board*

- 86 WNDC is a Non-Departmental Public Body (NDPB) sponsored by DCLG. WNDC's thirteen Board members are appointed by the Secretary of State for Communities and Local Government. All appointments are made on merit following open competition, in line with the Code of Practice issued by the Commissioner for Public Appointments. Six of the appointees were nominated by local authorities: two by Northampton Borough Council, two by Northamptonshire County Council, and one each from Daventry District Council and South Northamptonshire District Council.
- 87 Board members were appointed for an initial term of either two or three years. If Board members wish to continue in their role, appointments may be renewed for a further three year period – subject to the achievement of a satisfactory level of performance. Six Board members, including one nominee each from Daventry District Council, Northampton Borough Council and Northamptonshire County Council, come up for renewal in March 2007.

**BP37** By March 2007, complete the Board member appointment and reappointment process

- 88 Board meetings take place in public, unless there are issues of confidentiality, and the public are able to ask questions. Papers are made publicly available five working days before Board meetings.

**BP38** Between April 2006 and March 2007 to have made at least 95% of Board Papers publicly available five working days before Board meetings

## *Accounting Officer*

- 89 The Chief Executive Officer is appointed Accounting Officer by the Permanent Secretary and Accounting Officer, of the DCLG. He is responsible for ensuring propriety in the WNDC's actions, achieving value for money in line with the framework specified by DCLG in the WNDC's Financial Memorandum and Management Statement and managing risk. The Board have established an Audit and Risk Committee to work with the Chief Executive on matters of propriety, a Resources Group to assist in the delivery of value for money, and a Remuneration Committee to consider retention, recruitment and rewards for staff.

## *Audit*

- 90 WNDC's internal auditing function is provided by DCLG's Internal Audit Division. The Comptroller and Auditor General (National Audit Office) is appointed by statute to externally audit the WNDC, and reports to Parliament on the truth and fairness of the annual accounts and the regularity of income and expenditure. The Comptroller and Auditor General also has statutory powers to report on the economy, efficiency and effectiveness with which the WNDC has used its resources.

**BP39** Annual Report & Accounts laid before Parliament by Summer 2006

91 The Board has established an Audit and Risk Committee. The Committee advises the Accounting Officer and the WNDC Board on the adequacy of the Corporation's risk management and internal control arrangements. The Committee carries out its work by testing and challenging the assurances which are available to the Accounting Officer, the way in which these assurances are developed and the management priorities and approaches on which the assurances are premised.

## *Risk Management*

92 WNDC has prepared a Risk Strategy that has been approved by the Audit and Risk Committee. This strategy has been audited by DCLG Internal Audit and with minor drafting amendments, has been accepted as appropriate to WNDC. The strategy identifies the requirement for a Risk Group. The Chief Executive Officer chairs the Risk Group of WNDC officers comprising the Deputy Chief Executive, Director of Planning and Development, Policy Manager and the Finance Manager. The Risk Group meets each month to review the Risk Register and confirm, amend or add to the notified risks. Each risk is assigned to a responsible manager and is recorded within the Risk Matrix by reference to Impact and Probability. The Risk Register and Matrix is reviewed by both NAO and DCLG Internal Audit as part of their audits of WNDC Corporate Governance. WNDC is following the guidelines for risk management as laid down within the relevant HM Treasury document, the Orange Book. A review of the Risk Register and Matrix is a standing agenda item for the meetings of the WNDC Audit and Risk Committee.

**BP40** Up to date Risk Register maintained and reviewed monthly

## Structure

93 To deliver our priorities WNDC has divided its resources into four functional units:

- Programme & Infrastructure – responsible for developing, with partners, a programme of interventions to support the delivery of WNDC’s aims and objectives
- Planning – responsible for ensuring WNDC’s objectives of higher quality development delivered faster are promoted through the statutory planning process
- Policy & Communications – responsible for WNDC’s overall strategy and direction, and for keeping the community, developers and stakeholders informed of our role, our aspirations and our achievements and reporting their concerns back into WNDC
- Finance & Corporate Affairs – responsible for ensuring WNDC has the financial muscle to deliver infrastructure when it is required, achieves value for money from expenditure, adheres to the highest standards of propriety in all matters and provides support services to the rest of WNDC

## Staffing

94 WNDC will have a staff complement of nineteen<sup>6</sup>. The majority of posts were filled during 2005/06. The remainder will be recruited during the first half of 2006/07. Interim staff will be utilised during this recruitment period.

<sup>6</sup> Core staffing costs are financed through both our administration budget and the capitalisation of project related costs. This figure excludes any additional planning staff required and financed through the blind trust.

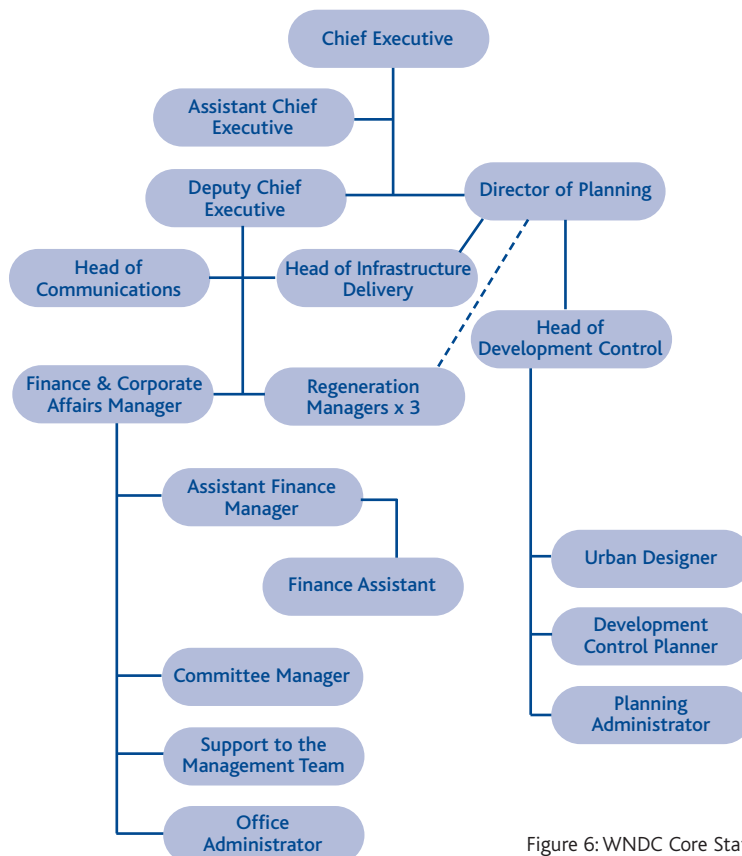


Figure 6: WNDC Core Staffing 2006/07

**BP41** By December 2006 all remaining vacant posts will have been advertised

### *Training and Development*

95 WNDC actively encourages the training and development of staff to ensure they can carry out their roles in the most effective manner possible. A budget of £57,000 has been allocated for 2006/07 and a Training Liaison Officer will be appointed to co-ordinate activity.

### *Contract Staff*

96 In addition to core staff members, WNDC is utilising additional funding from DCLG to employ a member of staff for one day per week for six months to provide strategic input into the development of land value capture arrangements.

### *Consultancy*

97 Consultants will be used where there is a short-term need to bring in expertise not available within WNDC's core and contract staff complement.

### *Outsourcing*

98 In line with the Gershon recommendations for achieving efficiency savings within the public sector, we outsource our HR function, to Northgate HR Services, and our IT maintenance, to Complete IT. Connect Public Relations have been retained for six months to provide expert advice on political lobbying. Service Level Agreements have been set up with Northampton Borough Council, Daventry District Council and South Northants District Council, to provide planning support services. During 2006/07 we will be looking to retain expert financial advice to assist in the development of a process to most effectively fund our programme, and expert project management services to support our development role.

## Grant Funding

99 As an executive Non-Departmental Public Body (NDPB), WNDC receives grant funding direct from Government. Our sponsor department, DCLG, has indicated £2.263m will be available to us in 2006/07 for administrative costs. Of this, £2.063m is for revenue expenditure and £0.2m is for capital. An additional £187k is forecast to arise from staff costs recharged to capital projects. Achieving maximum value from this resource is a Key Efficiency Indicator for WNDC during this Corporate Plan period. Our aim is for actual administration expenditure to be within at least 2% of forecast.

**BP42/** By March 2007 to have spent at least 98% of the administrative budget  
**KE11**

### Revenue

100 WNDC is forecasting a revenue spend for the year of £2,250k, an increase of £787k (52%) over 2005/06. This reflects the move from the set-up to delivery stage of WNDC and the increase in spend relates primarily to the full year effect of the increased staff complement.

101 Projects that are forecast to take place during 2006/07 that have impacted on the revenue budget include:

- The proposed expansion of the WNDC offices and the resulting increase in office rent
- The expansion of the Planning Department following the grant of Development Control powers from 6 April 2006
- Major provisions have been included in the budget for legal advice and planning support

102 Included within the Consultancy budget is an amount to complete the WNDC Procurement Strategy, together with the relevant policies and procedures in accordance with DCLG and NAO guidelines.

103 Savings over previous years have been made in negotiating a favourable contract with a new IT support company and in re-negotiating our HR support contract.

## Revenue

Description	2006/7 £k
<b>Employee Costs</b>	
Board Remuneration	183
Staff Salaries	1,017
Interim & Temporary Staff Salaries	89
Recruitment	22
Training	57
Travel and Subsistence	55
HR Consultancy	7
<b>Sub-Total</b>	<b>1,430</b>
<b>Consultancy, Legal &amp; Subscriptions</b>	
Legal Advisers	100
Auditors & Accountants	24
Corporate Image consultancy	50
Planning/Other Consultancy	246
<b>Sub-Total</b>	<b>420</b>
<b>Communications &amp; Conferences</b>	
Sponsorship	22
Board/Planning Meetings	27
Events	10
Marketing Materials	24
Printing/Publicity/etc	10
<b>Sub-Total</b>	<b>93</b>
<b>IT</b>	
Managed Service	60
Other/Additional	7
Web Site	8
<b>Sub-Total</b>	<b>75</b>
<b>Office</b>	
Office – Rent	77
Office – Rates	0
Office – Services	37
Office – Utilities	0
Telephony	25
Insurance	0
Office Machinery (<5k)	20
Stationery	20
Office Supplies	10
<b>Sub-Total</b>	<b>189</b>
<b>Contingency</b>	43
<b>Total WNDC Expenditure</b>	<b>2,250</b>
Less: Recharges of Programme Related Costs	(187)
<b>Grant in Aid</b>	<b>2,063</b>
GIA Annual Sum	2,000
B/fwd from 2005/2006	43
DCLG Contribution to Land Value Capture Work	20
<b>Sub-Total</b>	<b>2,063</b>

## Capital

104 WNDC has also received a capital grant allocation for administration costs of £200k in 2006/07. It is forecast that at least half of this grant will be spent on the capital software of the Programme Management System. This will enable WNDC to monitor, record and manage the on-going capital programmes funded through GAF 2 and other capital funding.

**BP43** By December 2006, have procured and installed a Programme Management System

105 Additional office hardware is also forecast from the capital grant to support the expansion of the WNDC headcount and the move into larger office accommodation. An amount of £20k has been forecast for the purchase of various software applications to support the Planning and Project Support teams.

	£k
<b>Capital Grant in Aid for the Year</b>	<b>200</b>
Forecast spend:	
Programme Management Software	115
Hardware for Office Accommodation Expansion	65
Planning and Project Support Software	20
<b>Total Capital</b>	<b>200</b>

## Summary

### Business Plan Actions

	Action	Responsible Team within WNDC
<b>BP1</b>	By December 2006, submit a first draft Business Plan for 2007/08 to DCLG for approval	Policy & Communication
<b>BP2</b>	Conduct a review of existing policy and delivery arrangements in the ten areas for action and, by March 2007, produce a report on WNDC's role within the wider delivery arrangements	Policy & Communication
<b>BP3</b>	Growth Delivery Plan Steering Group in place by Summer 2006	Policy & Communication
<b>BP4</b>	First draft Growth Delivery Plan complete by March 2007	All
<b>BP5</b>	Input into the Growth Options Study to enable the local authorities to complete by December 2006	Planning & Development
<b>BP6</b>	Compile, by Summer 2006, and maintain a comprehensive housing trajectory for West Northamptonshire	Programme & Infrastructure
<b>BP7</b>	Initial EDAW study complete Summer 2006	Programme & Infrastructure
<b>BP8</b>	Comprehensive infrastructure work commissioned Spring 2007	Programme & Infrastructure
<b>BP9</b>	Water cycle study complete Spring 2007	Programme & Infrastructure
<b>BP10</b>	Identify an initial view of the contribution from land value and standard charge by Summer 2006	Programme & Infrastructure
<b>BP11</b>	Provide evidence for submission directly, and on a county-wide and MKSM-wide basis, to DCLG by Autumn 2006, to support their bid for growth related programmes as part of CSR07	Policy & Communication
<b>BP12</b>	Provide evidence for the county-wide and MKSM-wide submissions to DCLG by Autumn 2006, for their input into the cross-cutting review on departmental expenditure and growth	Policy & Communication
<b>BP13</b>	Infrastructure and Service Providers' Sub-Groups established by Autumn 2006	Programme & Infrastructure
<b>BP14</b>	Soft market testing of the banker role in West Northamptonshire by Autumn 2006	Programme & Infrastructure
<b>BP15/ KPI1</b>	By December 2006 to have prepared the first draft of the Spatial Investment Plan	Programme & Infrastructure
<b>BP16/ KPI2</b>	By December 2006 to have prepared action plans for delivery for the six identified key development locations	Programme & Infrastructure
<b>BP17</b>	By March 2007 Project Boards for each of the six key development locations to be established	Programme & Infrastructure
<b>BP18</b>	Design, development and movement study for the central area of Northampton completed by Summer 2006	Programme & Infrastructure
<b>BP19</b>	By March 2007 to have identified and appraised a minimum of £4.2m worth of projects to deliver improvements to the public realm of Northampton's central area	Programme & Infrastructure
<b>BP20</b>	Together with English Partnerships deliver Year One of Phase 4 of the Brownfield Initiative by March 2007	Programme & Infrastructure

<b>BP21</b>	Together with English Partnerships and Northamptonshire County Council deliver Year One of the CIF programmes for CVLR, Sandy Lane Relief Road and Sandy Lane Improvements by March 2007	Programme & Infrastructure
<b>BP22</b>	Together with Daventry District Council and Northamptonshire County Council, deliver Year One of Phase 1 of the Daventry Town Centre Vision by March 2007	Programme & Infrastructure
<b>BP23</b>	Together with South Northamptonshire District Council and Northamptonshire County Council, to have identified and appraised at least £1.7m worth of development at Moat Lane by March 2007	Programme & Infrastructure
<b>BP24</b>	By March 2007 to have reduced the number of outstanding planning applications to 60	Planning & Development
<b>BP25</b>	Between April 2006 and March 2007 to have made at least 95% of Planning Committee Papers publicly available five working days before meetings	Finance & Corporate
<b>BP26</b>	By Summer 2006 have negotiated SLAs with local authorities that enable the delivery of WNDC's planning targets	Planning & Development
<b>BP27</b>	At least 65% of new minor and other applications are being dealt with within eight weeks of validation by March 2007	Planning & Development
<b>BP28</b>	At least 60% of new major applications are being dealt with within eight weeks of validation by March 2007	Planning & Development
<b>BP29</b>	By Autumn 2006 have established a "blind trust" arrangement with developers	Planning & Development
<b>BP30</b>	By Autumn 2006 to have adopted a "standard for planning" that sets out WNDC's quality threshold for development	Planning & Development
<b>BP31/ KPI6</b>	By the end of March 2007 to have invested all £10m worth of Growth Area Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire	Programme & Infrastructure
<b>BP32</b>	By March 2007 to have identified and appraised projects that can invest at least £15m worth of GAF2 in the sustainable regeneration and growth of West Northamptonshire during 2007/08	Programme & Infrastructure
<b>BP33</b>	By December 2006 have robust programme and project management procedures in place and linked up with the new Programme Management System	Finance & Corporate
<b>BP34</b>	By Summer 2006 to have mapped all WNDC's stakeholders onto the OGC matrix	Policy & Communication
<b>BP35</b>	By Autumn 2006 to have developed a comprehensive Communications Strategy	Policy & Communication
<b>BP36/ KEI2</b>	Between April 2006 and March 2007 to have responded to at least 95% of correspondence within 15 days of receipt	Finance & Corporate

<b>BP37</b>	By March 2007, complete the Board member appointment and reappointment process	Policy & Communication
<b>BP38</b>	Between April 2006 and March 2007 to have made at least 95% of Papers for Board meetings publicly available five working days before Board meetings	Finance & Corporate
<b>BP39</b>	Annual Report & Accounts laid before Parliament by Summer 2006	Finance & Corporate
<b>BP40</b>	Up to date Risk Register maintained and reviewed monthly	Finance & Corporate
<b>BP41</b>	By December 2006 all remaining vacant posts will have been advertised	Finance & Corporate
<b>BP42/ KE11</b>	By March 2007 to have spent at least 98% of the administrative budget	Finance & Corporate
<b>BP43</b>	By December 2006, have procured and installed a Programme Management System	Finance & Corporate

## Business Plan Timetable for Action

### By Summer 2006:

<b>BP3</b>	Growth Delivery Plan Steering Group in place
<b>BP6</b>	Compile a comprehensive housing trajectory for West Northamptonshire
<b>BP7</b>	Initial EDAW study complete
<b>BP10</b>	Initial view of the contribution from land value and standard charge identified
<b>BP18</b>	Design, development and movement study for the central area of Northampton completed
<b>BP34</b>	All WNDC's stakeholders mapped onto the OGC matrix
<b>BP39</b>	Annual Report & Accounts laid before Parliament

### By Autumn 2006:

<b>BP11</b>	Evidence submitted directly, and on a county-wide and MKSM-wide basis, to DCLG, to support their bid for growth related programmes as part of CSR07
<b>BP12</b>	Provide evidence for the county-wide and MKSM-wide submissions to DCLG by Autumn 2006, for their input into the cross-cutting review on departmental expenditure and growth
<b>BP13</b>	Infrastructure and Service Providers' Sub-Groups established
<b>BP14</b>	Soft market testing of the banker role in West Northamptonshire by Autumn 2006
<b>BP29</b>	Establish a "blind trust" arrangement with developers
<b>BP30</b>	"Standard for planning" setting out WNDC's quality threshold for development adopted
<b>BP35</b>	Comprehensive Communications Strategy adopted

### By December 2006:

<b>BP1</b>	Submit a first draft Business Plan for 2007/08 to DCLG for approval
<b>BP5</b>	Input into the Growth Options Study
<b>BP15/ KPI1</b>	First draft of the Spatial Investment Plan complete
<b>BP16/ KPI2</b>	Action plans for delivery of the six identified key development locations complete
<b>BP33</b>	Robust programme and project management procedures in place and linked up with the new Programme Management System
<b>BP41</b>	All remaining vacant posts within WNDC advertised
<b>BP43</b>	Programme Management System procured and installed

### By March/Spring 2007:

<b>BP2</b>	Conduct a review of existing policy and delivery arrangements in the ten areas for action and produce a report on WNDC's role within the wider delivery arrangements
<b>BP4</b>	First draft Growth Delivery Plan complete
<b>BP8</b>	Comprehensive infrastructure work commissioned
<b>BP9</b>	Water cycle study complete
<b>BP17</b>	Project Boards for each of the six key development locations established

<b>BP19</b>	Minimum of £4.2m worth of projects to deliver improvements to the public realm of Northampton's central area identified and appraised
<b>BP20</b>	Year One of Phase 4 of the Brownfield Initiative delivered
<b>BP21</b>	Year One of the CIF programmes for CVLR, Sandy Lane Relief Road and Sandy Lane Improvements delivered
<b>BP22</b>	Year One of Phase 1 of the Daventry Town Centre Vision delivered
<b>BP23</b>	At least £1.7m worth of development activity at Moat Lane identified and appraised
<b>BP24</b>	Number of outstanding planning applications to 60
<b>BP25</b>	To have made at least 95% of Planning Committee Papers publicly available five working days before meetings
<b>BP26</b>	By Summer 2006 have negotiated SLAs with local authorities that enable the delivery of WNDC's planning targets
<b>BP27</b>	At least 65% of new minor and other applications are being dealt with within eight weeks of validation by March 2007
<b>BP28</b>	At least 60% of new major applications are being dealt with within eight weeks of validation by March 2007
<b>BP31/ KPI6</b>	£10m worth of Growth Area Funding invested in projects that support the delivery of sustainable regeneration and growth in West Northamptonshire
<b>BP32</b>	Have identified and appraised projects that can invest at least £15m worth of GAF2 in the sustainable regeneration and growth of West Northamptonshire during 2007/08
<b>BP36/ KE12</b>	At least 95% of correspondence responded to within 15 days of receipt
<b>BP37</b>	Board member appointment and reappointment process completed
<b>BP38</b>	To have made at least 95% of Papers for Board meetings publicly available five working days before meetings
<b>BP40</b>	Up to date Risk Register maintained and reviewed monthly
<b>BP42/ KE11</b>	At least 98% of administrative budget spent

## Business Plan Actions by Team

### Planning & Development

<b>BP4</b>	First draft Growth Delivery Plan complete by March 2007
<b>BP5</b>	Input into the Growth Options Study to enable the local authorities to complete by December 2006
<b>BP24</b>	By March 2007 to have reduced the number of outstanding planning applications to 60
<b>BP26</b>	By Summer 2006 have negotiated SLAs with local authorities that enable the delivery of WNDC's planning targets
<b>BP27</b>	At least 65% of new minor and other applications are being dealt with within eight weeks of validation by March 2007
<b>BP28</b>	At least 60% of new major applications are being dealt with within eight weeks of validation by March 2007
<b>BP29</b>	By Autumn 2006 have established a "blind trust" arrangement with developers
<b>BP30</b>	By Autumn 2006 to have adopted a "standard for planning" that sets out WNDC's quality threshold for development

### Programme & Infrastructure

<b>BP4</b>	First draft Growth Delivery Plan complete by March 2007
<b>BP6</b>	Compile, by Summer 2006, and maintain a comprehensive housing trajectory for West Northamptonshire
<b>BP7</b>	Initial EDAW study complete Summer 2006
<b>BP8</b>	Comprehensive infrastructure work commissioned Spring 2007
<b>BP9</b>	Water cycle study complete Spring 2007
<b>BP10</b>	Identify an initial view of the contribution from land value and standard charge by Summer 2006
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<b>BP16/ KPI2</b>	By December 2006 to have prepared action plans for delivery for the six identified key development locations
<b>BP17</b>	By March 2007 Project Boards for each of the six key development locations to be established
<b>BP18</b>	Design, development and movement study for the central area of Northampton completed by Summer 2006
<b>BP19</b>	By March 2007 to have identified and appraised a minimum of £4.2m worth of projects to deliver improvements to the public realm of Northampton's central area
<b>BP20</b>	Together with English Partnerships deliver Year One of Phase 4 of the Brownfield Initiative by March 2007
<b>BP21</b>	Together with English Partnerships and Northamptonshire County Council deliver Year One of the CIF programmes for CVLR, Sandy Lane Relief Road and Sandy Lane Improvements by March 2007

<b>BP22</b>	Together with Daventry District Council and Northamptonshire County Council, deliver Year One of Phase 1 of the Daventry Town Centre Vision by March 2007
<b>BP23</b>	Together with South Northamptonshire District Council and Northamptonshire County Council, to have identified and appraised at least £1.7m worth of development at Moat Lane by March 2007
<b>BP31/ KPI6</b>	By the end of March 2007 to have invested all £10m worth of Growth Area Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire
<b>BP32</b>	By March 2007 to have identified and appraised projects that can invest at least £15m worth of GAF2 in the sustainable regeneration and growth of West Northamptonshire during 2007/08
<b>BP33</b>	By December 2006 have robust programme and project management procedures in place and linked up with the new Programme Management System

### **Policy & Communications**

<b>BP1</b>	By December 2006, submit a first draft Business Plan for 2007/08 to DCLG for approval.
<b>BP2</b>	Conduct a review of existing policy and delivery arrangements in the ten areas for action and, by March 2007, produce a report on WNDC's role within the wider delivery arrangements
<b>BP3</b>	Growth Delivery Plan Steering Group in place by Summer 2006
<b>BP4</b>	First draft Growth Delivery Plan complete by March 2007
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<b>BP12</b>	Provide evidence for the county-wide and MKSM-wide submissions to DCLG by Autumn 2006, for their input into the cross-cutting review on departmental expenditure and growth
<b>BP34</b>	By Summer 2006 to have mapped all WNDC's stakeholders onto the OGC matrix
<b>BP35</b>	By Autumn 2006 to have developed a comprehensive Communications Strategy
<b>BP37</b>	By March 2007, complete the Board member appointment and reappointment process

### **Finance & Corporate Affairs**

<b>BP4</b>	First draft Growth Delivery Plan complete by March 2007
<b>BP25</b>	Between April 2006 and March 2007 to have made at least 95% of Planning Committee papers publicly available five working days before meetings
<b>BP36/ KE12</b>	Between April 2006 and March 2007 to have responded to at least 95% of correspondence within 15 days of receipt
<b>BP38</b>	Between April 2006 and March 2007 to have made at least 95% of papers for Board meetings publicly available five working days before meetings
<b>BP39</b>	Annual Report & Accounts laid before Parliament by Summer 2006
<b>BP40</b>	Up to date Risk Register maintained and reviewed monthly
<b>BP41</b>	By December 2006 all remaining vacant posts will have been advertised
<b>BP42/ KE11</b>	By March 2007 to have spent at least 98% of the administrative budget
<b>BP43</b>	By December 2006, have procured and installed a Programme Management System



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