

# Getting Down to Business

WNDC  
Business Plan  
2007/08





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**Keith Barwell**  
Chairman

## A Message from Keith Barwell, Chairman, on behalf of the WNDK Board

The scale of housing and employment growth in West Northamptonshire makes it one of the most exciting areas of opportunity in the UK. WNDK, the only urban development corporation outside the Thames Gateway, was established to make the most of this opportunity.

### **2006/07**

During 2006/07 we have laid the foundations for success by:

- Investing over £11m in infrastructure that will kick-start the regeneration of Northampton and Daventry town centres, delivering significant amounts of commercial floorspace together with new jobs and private sector investment.
- Securing and investing £4.7m in addition to our 2006/07 budget for flood defences in Northampton.
- Assembling a further £22m of infrastructure projects for 2007/08 that will transform Northampton and Towcester town centres.
- Determining over 150 planning applications, substantially reducing the historic backlog of applications awaiting decision in Northampton.
- Establishing public sector Partnership Boards to provide leadership and direction for the growth of Northampton, Daventry and Towcester.
- Bringing together public and private sector partners to start compiling a comprehensive list of infrastructure requirements to feed into the West Northamptonshire Standardised Charging System for developer contributions.
- Establishing an in-house development control service to enable faster and more efficient decision-making on planning applications.
- Preparing a Planning Principles document for consultation on our approach to the discharge of our planning responsibilities.

### **2007/08**

In 2007/08 we will build on these foundations and get down to the business of delivery.

This document sets out how we will do this.

I am pleased that our sponsor Department, Communities and Local Government, have demonstrated their continued commitment to West Northamptonshire and, their faith in our ability to deliver, by making extra resources available for the coming year. For 2007/08 we will have at our disposal an operating budget of £5.0m, of which our sponsor is providing £3.1m, including £0.5m ring-fenced for work on a decision-making framework for planning decisions, and a capital investment budget of £13.7m.

This will enable us to do more, be better and act faster to bring forward regeneration and growth. The opportunities are huge and I genuinely believe the future for West Northamptonshire has never looked brighter.

# Executive Summary

The regeneration, growth and development of West Northamptonshire is a national priority. WNDC was established in December 2004 as the local delivery vehicle for West Northamptonshire. During our "set-up" phase (2005/06) we recruited our staff and Board, identified suitable accommodation and prepared an overarching strategy for delivery ("Realising the Opportunity" December 2005). 2006/07, was a transitional year. We completed the set-up stage and started using our powers to deliver. This Business Plan provides an overview of WNDC's performance in 2006/07. It also sets out an operating plan for 2007/08. It explains how we will deliver the second year of our Corporate Plan "From Aspiration to Action" (WNDC, September 2006) and, how we intend to manage and make the most of the new opportunities not envisaged in the Corporate Plan – principally the extra resources granted to us by Government for 2007/08 and the management of the development control service that we took in-house in January 2007.

During 2007/08 we expect to:

- Invest at least £13m in West Northamptonshire's infrastructure
- Produce a comprehensive infrastructure and delivery investment plan
- Consult on and adopt a Standardised Charge system for developer contributions to infrastructure
- Produce an economic development and jobs growth strategy for West Northamptonshire
- Consult on and adopt a Planning principles document explaining our approach to the discharge of our planning responsibilities
- Develop a decision-making framework for planning decisions in Daventry

## *Purpose of this Business Plan*

1. 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, July 2006), set out in broad terms our planned activity during the period 2006/07 and 2007/08 to deliver this strategy. The 2006/07 Business Plan "Stepping Up" provided a detailed operating plan for the first year of the Corporate Plan cycle. This Business Plan provides the detail for 2007/08. As set out in the Prospectus, this is the year in which WNDC enters its fully active phase, and gets down to the business of delivery. The preparation of a new Corporate Plan for the next stage in delivery, 2008/09 to 2010/11, is a key objective for 2007/08.

<b>Business Plan Target (BP) 1</b>	By March 2008, prepare a Corporate Plan for 2008/09-2010/11
<b>BP2</b>	By March 2008, prepare a Business Plan for 2008/09

2. Since the publication of the 2006/07-2007/08 Corporate Plan, WNDC has taken the decision to bring the development control service in-house rather than procure it from local authorities. We have also identified a number of areas where our team requires strengthening to enable it to deliver sustainable commercial and housing growth and regeneration. These changes have significant implications for the staffing and resourcing of the organisation. These are detailed in the relevant sections of this Business Plan.
3. The Business Plan will be of interest to stakeholders and the wider community, who will be able to judge our progress towards our objectives. However, the Business Plan is primarily an internal management 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.
4. The Business Plan is a living document not a strait-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.

5. West Northamptonshire is an area of great opportunity. It benefits from its strategic location in the centre of England:

- Halfway between the country's two major cities, London and Birmingham, providing huge opportunities to access the global marketplace;
- At the southern edge of the East Midlands region, providing a "bridge" between the South East/Eastern regions, and the West Midlands/North;
- Surrounded by attractive environment and landscape in an area rich with history and tradition.

### ***Sustainable Communities***

6. "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.

7. 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, Government has indicated that they expect the body to have a ten year lifespan. This will be reviewed in 2009.

8. WNDC's mission is to secure the sustainable regeneration and growth of the three towns. 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.

9. 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>1</sup>

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

## ***WNDC's Contribution to the Delivery of the National Agenda***

10. 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 (PSA) targetry framework. PSAs form a contract between Departments and Treasury and show what the public can expect to be delivered from money spent. These targets will be reviewed during the 2007 Comprehensive Spending Review. WNDC's main contribution is to the two PSA targets set out below.

### **Communities and Local Government - PSA5**

11. Communities and Local Government 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".

12. 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 for economic and housing use 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.

### **HM Treasury – PSA5, Communities and Local Government – PSA2, Department of Trade and Industry – PSA7**

13. This is a shared target between HM Treasury (HMT), Communities and Local Government 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."

14. Growth areas have been established to contribute to accommodating growth in London and the greater South East. 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.

15. For WNDC this means it is committed to ensuring sufficient employment land is allocated, employment opportunities are maximised and appropriate infrastructure improvements secured, especially to the area's transport links such as the reinstatement of the Northampton-Bedford rail service.

16. WNDC will look to work more closely with the development sector during 2007/08 to identify and help bring forward commercial sites through to 2021.

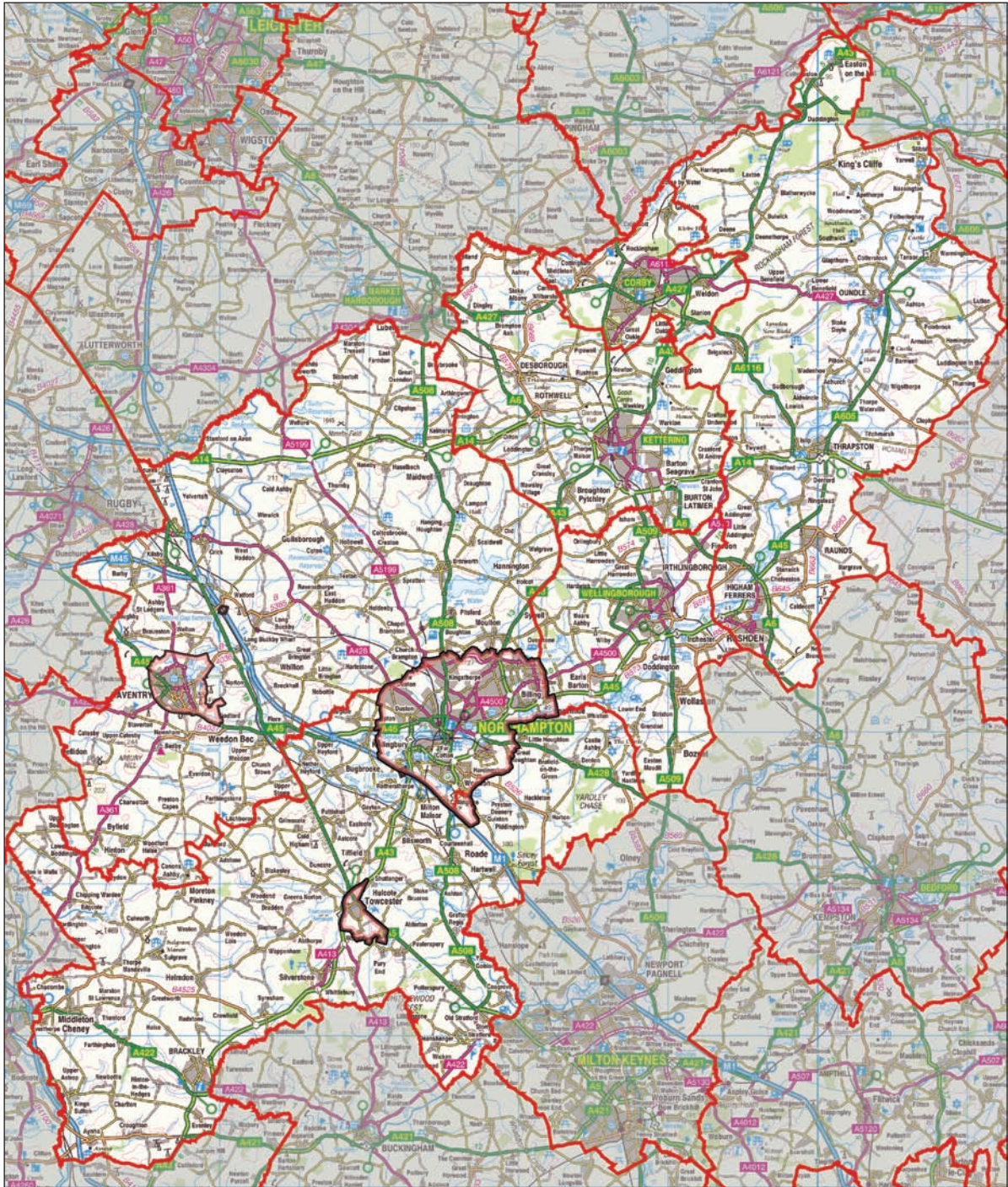
## *WNDC's Contribution to the Delivery of the Regional Agenda*

17. 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. The RSS forms part of the "Development Plan" for planning purposes.
18. 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 and targetry framework for WNDC.
19. The next major review of RSS8, covering the period up to 2026, was launched in 2005. Consultation on the review began in December 2006 and the final document is expected to be published early in 2008. Key dates for the review are:

<b>Spring 2007</b>	Examination in Public
<b>Mid 2007</b>	Publication of Panel Report
<b>Late 2007</b>	Publication of Proposed Changes
<b>Early 2008</b>	Issue of final Regional Plan

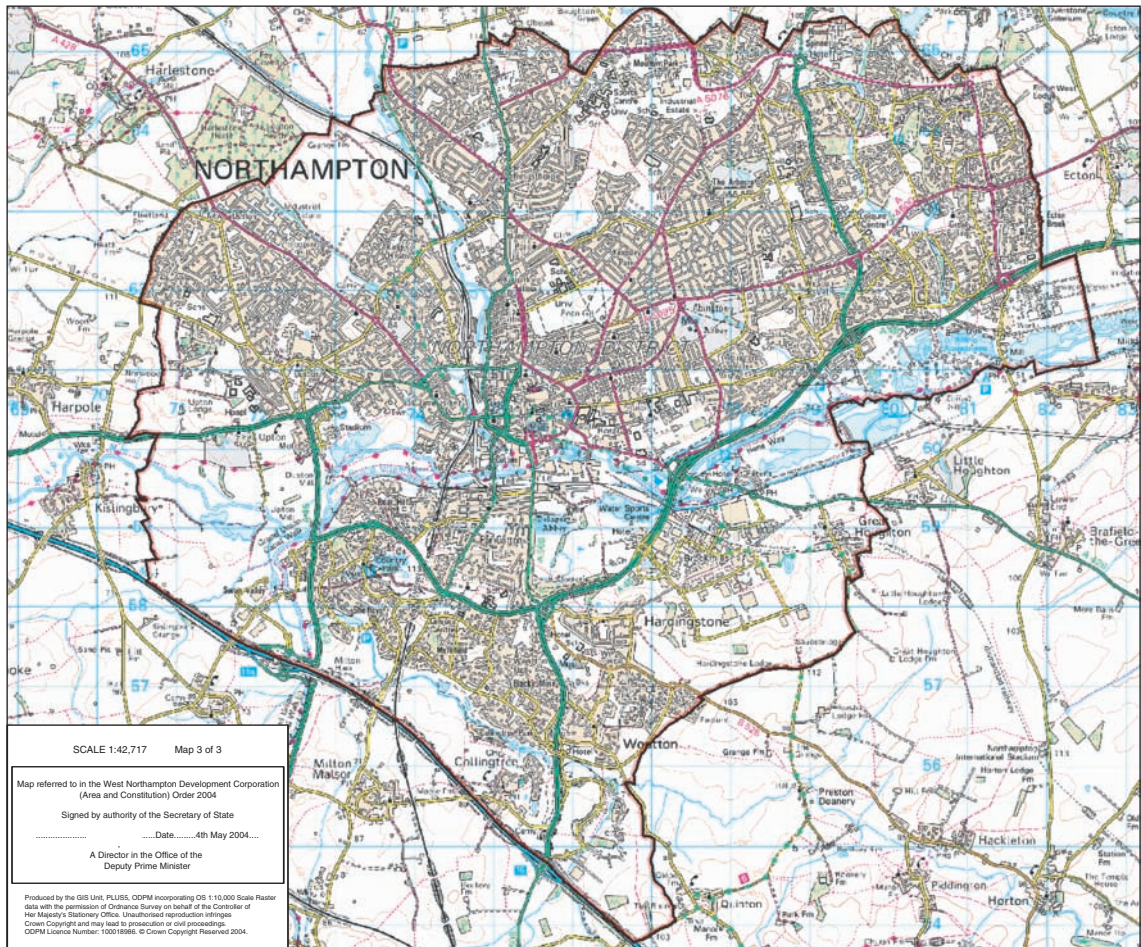
20. Local Development Frameworks (LDFs) are a requirement of the Planning and Compulsory Purchase Act 2004. They are a suite of Local Development Documents (LDDs) – a Core Strategy, any Area Action Plans deemed appropriate, specific policies to support the development control process, and a Statement of Community Involvement - which make up the statutory framework for decisions on the location of future development. By providing a context for the growth identified in RSS8 for their areas, LDFs are therefore important to the delivery of infrastructure required to ensure sustainable development.
21. In West Northamptonshire, it is the responsibility of the three local councils (Northampton, Daventry and South Northamptonshire) to prepare LDFs. Recognising the links between the three districts, they have agreed to prepare a Joint Core Strategy. The full set of documents is scheduled to be completed in 2011 with the Core Strategy, setting the framework for all of the documents, due to be adopted in 2009.
22. In the interim, WNDC has already received planning applications for sites not identified in previous Local Plans, and expects to receive more. These applications will have to be determined on the basis of up to date national planning guidance, the policies in RSS8 and those policies that have been "saved" in the existing Local Plans. During 2007/08, WNDC will work with the local authorities to pull together the existing evidence base (studies, research, masterplans, feasibility studies, etc) on the most sustainable locations for growth into a non-statutory policy context that will provide a framework for investment decisions and the determination of planning applications. This framework will be incorporated into the Regeneration Framework and endorsement sought from Communities and Local Government. If further information is required to ensure the framework provides sufficient information to take decisions, it will be procured by WNDC, with local authorities and other partners as appropriate. Work for a decision-making framework for Daventry is due to be complete by February 2008.

# West Northamptonshire



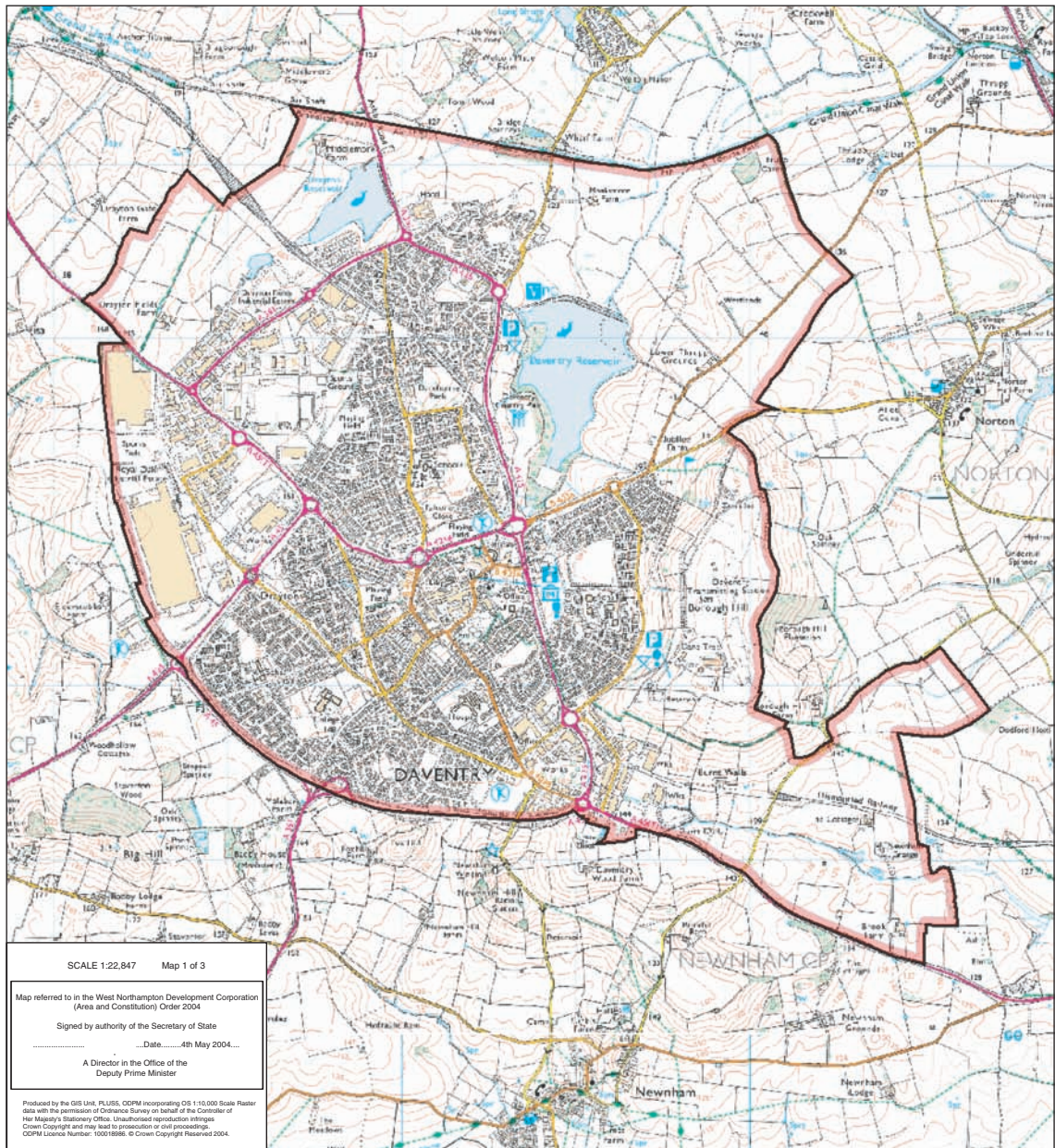
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# Northampton Urban Development Area



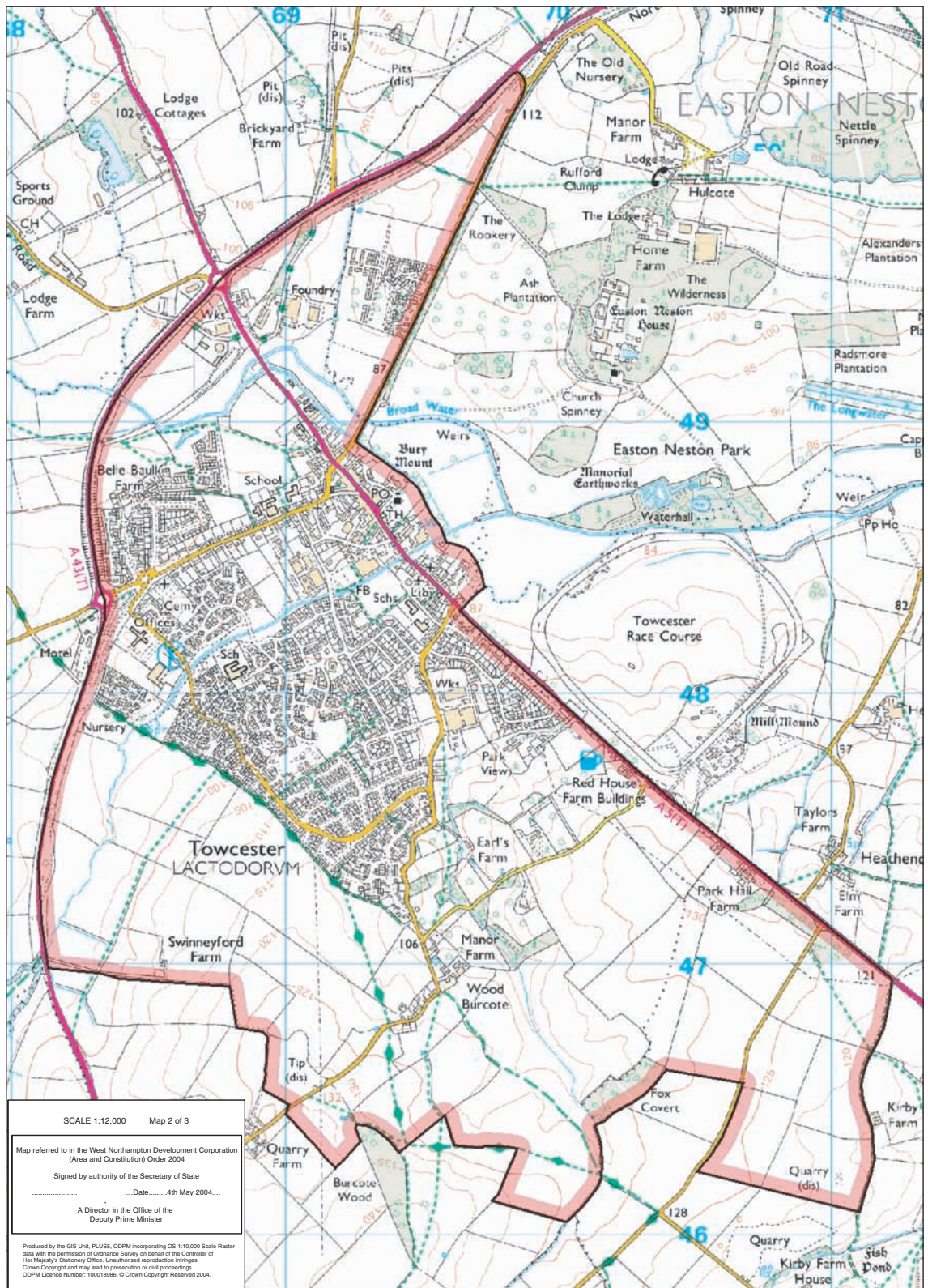
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# DAVENTRY Urban Development Area



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# Towcester Urban Development Area



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## *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*

23. 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.

24. 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

25. The areas in bold have been identified as cross-cutting objectives. All WNDC's investment activities are expected to contribute towards these four objectives.

26. During 2007/08 we will review our objectives and areas for action to ensure they reflect our statutory purpose.

**BP4**

By March 2008, review WNDC's objectives and areas for action to ensure they reflect our statutory purpose

27. WNDC will measure progress 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 these 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. These represent locally agreed priorities for change and improvement.
- Longer term measurements, including techniques such as "Social Return on Investment" and "LM3 (Local Multiplier 3)", 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.

### ***Key Priorities***

28. WNDC is a key player in the delivery of these ten action areas – which must be tackled through strong public, private, voluntary and community sector partnerships. WNDC will help deliver by the use of our influence, resources and powers. During this Corporate Plan period (April 2006-March 2008), we have identified three Key Priorities to kick-start the sustainable regeneration and growth of West Northamptonshire:

- Developing and implementing the two parts of the Growth Delivery Plan. This will enable WNDC and its partners to set out a costed and programmed approach to delivering infrastructure, rejuvenating town centres and unlocking development locations.
- Effective use of our development control powers to enable high quality housing and employment development and release land value for infrastructure provision.
- Investing Growth Area Funding to deliver infrastructure, unlock development locations and enable town centre regeneration.

29. The next section of the Business Plan sets out what action we intend to take during 2007/08 to deliver on these priorities.

# Priority 1: The Growth Delivery Plan

30. To provide a framework for the regeneration and growth of West Northamptonshire ("The Regeneration Framework"), WNDC has prepared an overarching strategy document ("Realising the Opportunity" December 2005) and is in the process of preparing a Delivery Plan ("The Growth Delivery Plan").
31. The Growth Delivery Plan is made up of three separate documents:
- A Spatial Investment Plan. This is a comprehensive list of the infrastructure required to make development in West Northamptonshire sustainable. It will set out when infrastructure is required, how much it will cost, how it will be paid for and how it will be delivered. The Spatial Investment Plan will be underpinned by Housing and Employment Trajectories that set out when residential and commercial growth will take place and, as far as possible, where. Both of these trajectories will eventually be informed by the Local Development Framework being prepared by the three West Northamptonshire district authorities but, in the interim, will be informed by current national, regional and local planning policy, plus a decision-making framework for non-allocated sites and an economic development strategy for West Northamptonshire which WNDC will lead on developing during 2007/08.
  - Action Plans for the delivery of the six development locations in West Northamptonshire, which together make up the first phase of growth.
  - A Planning Principles document setting out how our approach to the discharge of our planning responsibilities will enable us to help deliver our objectives of enabling inclusive communities, creating a more recognisable sense of place and identity for West Northamptonshire, improving quality in the built and natural environment, and ensuring effective management of environmental assets and resources.<sup>3</sup>
32. These documents are currently being prepared for public consultation. The first consultation, on the Planning Principles document – together with the proposed framework for a standardised charging system for developer contributions, is forecast to begin in July 2007. Consultation on the remaining documents is planned for Spring 2008.
33. A Steering Group of Local Authorities and statutory agencies, chaired by WNDC, was established in May 2006 to drive the Growth Delivery Plan forward. Membership has also been extended to a representative from the West Northamptonshire Developers' Forum, a grouping of house-builders and option holders with an interest in the six locations that make up the initial phase of development in West Northamptonshire. During 2007/08, WNDC will look to identify whether a similar forum would be beneficial for developers able to deliver commercial growth.

<sup>3</sup> Further detail on the Planning Principles document is set out in the Development Control section of this document.

### ***The Spatial Investment Plan***

34. The first part of the Growth Delivery Plan is the "Spatial Investment Plan" (SIP). The SIP will set out answers to the key questions associated with the sustainable growth of West Northamptonshire and the regeneration of existing areas:

- What infrastructure is likely to be required?
- When it is likely to be required?
- How much will it cost?
- How will it be paid for?
- Who is responsible for delivering it?
- Who is responsible for maintaining it?

35. The SIP is underpinned by the emerging work on the locations for future growth being prepared by the West Northants local authorities as part of the evidence base for their Local Development Frameworks. The first stage in the process, the Growth Options Study, will look at the scale and location of growth through to 2026, and the likely "direction of travel" through to 2031. We will review the SIP as the LDFs move closer to adoption, and will contribute to an updated version to sit alongside the final LDFs. It is our intention that the SIP will be regularly reviewed, to ensure it remains an accurate picture of West Northamptonshire's infrastructure needs.

### **Preparing the Spatial Investment Plan**

36. During 2006/07, the Growth Delivery Plan Steering Group established five sub-groups of infrastructure and service providers to co-ordinate the preparation of the SIP (see figure 1 overleaf). Their main role is to identify infrastructure requirements, phasing and cost. A sixth sub-group is looking at funding issues, including contractual, financial management and delivery arrangements.

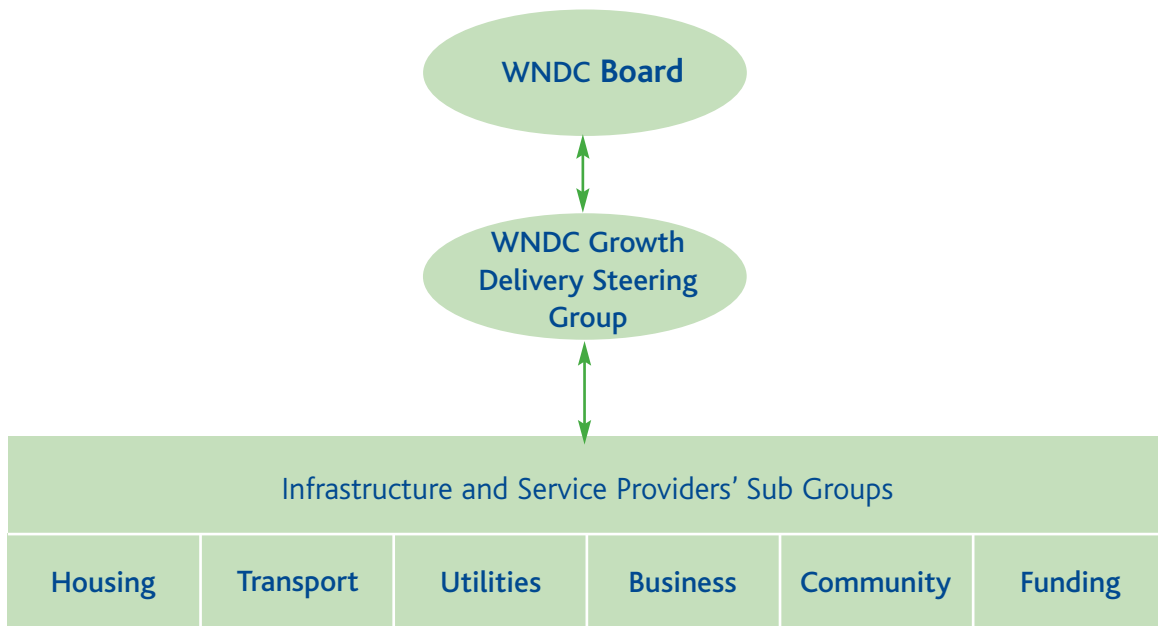


Figure 1: Growth Delivery Plan: Infrastructure Providers' Sub-Groups

Community Sub-Group

37. The Community Sub-Group has been established to ensure development supports high quality local and public services, including education and training opportunities, health, social care, community services and facilities, and a safe, healthy local environment with well-designed public and green space for all the West Northamptonshire's communities. During 2006/07 the Sub-Group started to assemble a comprehensive, prioritised and co-ordinated programme of work for community and green infrastructure in West Northamptonshire, and an implementation strategy that could guide the use of developer contributions (£106), mainstream funding, and future rounds of growth related Government funding.

38. Membership of the Community Sub-Group includes WND, local authorities, English Partnerships, Northampton Primary Care Trust, Northampton Hospital, the voluntary sector, University of Northampton, Northampton College, Wildlife Trust, Natural England, English Heritage, West Northants Developers' Forum, Northants Police and the Learning and Skills Council.

39. Housing Sub-Group

The location, nature 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. Northamptonshire County Council is responsible, on behalf of WND and other stakeholders, for maintaining accurate data on the nature and scale of the housing pipeline. The location and phasing for new housing 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 by 2009.

40. The latest housing pipeline information indicates that West Northamptonshire is on track to meet its RSS8 targets up to 2016. In the first five years, 2001-2006, RSS8 targets were actually exceeded with just under 10,000 housing units built.

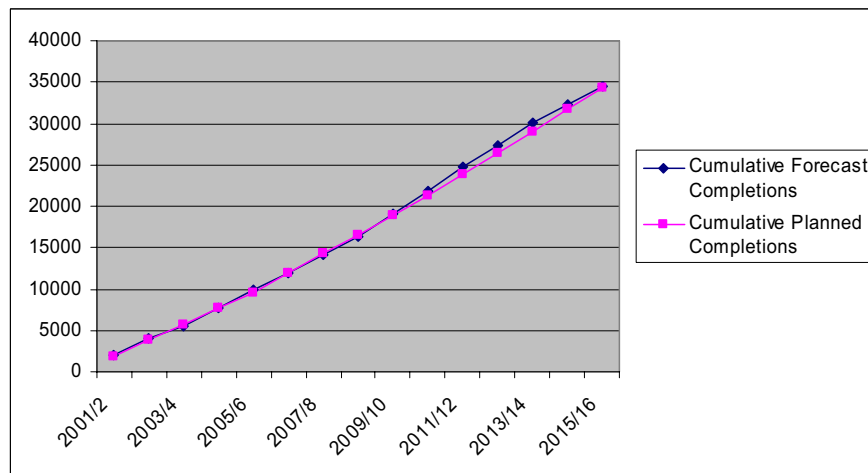


Figure 2: Current West Northants Housing Trajectory Forecast

**BP5**

Maintain an accurate housing trajectory, producing quarterly reports for the community, stakeholders and Ministers

41. The Housing Sub-Group has been established to prepare and maintain an overarching housing delivery plan that feeds into the housing trajectory, and ensure that the mix of units proposed will meet local housing needs, having regard to the relevant Housing Needs Study.

42. WNDC will work with its partners to drive up the supply of affordable housing locally. Building on the findings of the Local Authority-managed Housing Market Assessment, WNDC plans to deliver mixed tenure sites:

- At least 25% of all homes approved by WNDC to be built as social housing managed by Registered Social Landlords;
- At least a further 10% as shared ownership, shared equity properties or other low start equity products offered at levels which make them accessible to first time buyers, key workers and others unable to afford homeownership without such low start schemes.

43. Given the scale of development WNDC is overseeing, these targets represent a significant programme of social housing building in the sub-region, and the achievement of a higher percentage of affordable homes within developments than has historically been achieved in West Northamptonshire.

44. Membership of the Housing Sub-Group includes: WNDC, local authorities, English Partnerships, Government Office for the East Midlands, West Northants Developers' Forum, and the Housing Corporation.

#### Transport Sub-Group

45. The Transport Sub-Group has been established to ensure development supports the provision of high quality linkages and transportation throughout West Northamptonshire, especially for walking, cycling and public transport. During 2006/07, the Transport Sub-Group, led by Northamptonshire County Council, started to assemble a comprehensive, prioritised and co-ordinated Transport Strategy and an implementation strategy as the basis for applying s106, mainstream and growth related funding.
46. Membership of the Transport Sub-Group includes WNDC, local authorities, English Partnerships, West Northants Developers' Forum, Highways Agency, SusTrans, and Government Office for the East Midlands.

#### Utilities Sub-Group

47. The Utilities Sub-Group was established to ensure that the design, development and delivery of all utility services is fully integrated with growth proposals. During 2006/07 the Utilities Sub-Group started to assemble a comprehensive, prioritised and co-ordinated Utilities Strategy for West Northamptonshire, which facilitates sustainable growth, together with an implementation strategy that provides a basis for applying s106, mainstream and growth related funding.
48. Membership of the Utilities Sub-Group includes: WNDC, local authorities, English Partnerships, Environment Agency, Central Networks, and Anglian Water.

#### Business Sub-Group

49. The Business Sub-Group is in its infancy. It is to be led by Northamptonshire Enterprise Limited, on behalf of Northamptonshire as a whole, working closely with WNDC and North Northants Development Company (NNDC). Its role will be to develop a prioritised and co-ordinated 'Jobs Growth Delivery Plan' for the county, building upon the Sub-Regional Economic Strategy (SRES), Northamptonshire Integrated Local Employment Strategy (NILES), Invest Northamptonshire's Annual Business Plan, the Northamptonshire Local Area Agreement (LAA) and other key strategies and research.
50. From 2007/08 onwards, WNDC will look to build upon this work to develop and implement an economic development and jobs growth strategy for West Northamptonshire. This means infrastructure is in place to enable existing business to be more competitive, support the formation of new businesses – especially in high value added growth industries, and attract inward investment, leisure and business tourism.

<b>BP6</b>	By December 2007 develop an economic development and jobs growth strategy for West Northamptonshire
<b>BP7</b>	Maintain an accurate employment trajectory, producing quarterly reports for the community, stakeholders and Ministers

51. Membership of the Business Sub-Group includes WNDC, local authorities, NEL, University of Northampton, Learning and Skills Council, East Midlands Development Agency, English Partnerships and the West Northants Developers' Forum. Representatives from North Northamptonshire also attend.

#### Funding Sub-Group

52. Growth creates the need for significant investment. This will come from one of three sources: developer contributions (section 106) that reflect the impact of individual developments on infrastructure and service provision, mainstream funding from Government Departments, and Growth Area specific funding. The Funding Sub-Group has been established to:

- Establish the overall level and phasing of contributions towards infrastructure required from each source.
- Gain agreement on the level and phasing of contributions from each source.
- Develop a cashflow model that enables the delivery of infrastructure in tandem with need rather than at the end of the process.
- Develop an organisational model that gives certainty to all stakeholders that infrastructure will be delivered in accordance with the agreed delivery plan.

53. An initial view of a standardised charging system for developer contributions was derived from work led by Northamptonshire County Council in 2006/07. During 2007/08 WNDC will build on this and work from elsewhere in the country to develop an approach for West Northamptonshire. Ideally there will be a significant degree of consistency with the other approaches used in MKSM and by the other Urban Development Corporations.

54. Membership of the Funding Sub-Group includes WNDC, local authorities, English Partnerships, West Northants Developers' Forum, and Communities and Local Government.

#### **Delivering the Spatial Investment Plan**

55. The Spatial Investment Plan is expected to be published for consultation in December 2007, as part of the Growth Delivery Plan. During 2007/08, work will begin on the delivery of the Spatial Investment Plan. This will involve:

- Finalising the infrastructure requirement and agreeing a delivery schedule.
- Negotiating contributions from developers on individual sites and/or as part of a wider standardised charging arrangement through the planning process.
- Managing the contractual relationships between the private and public sector.
- Establishing the financial mechanism to enable payment for the infrastructure.
- Procuring delivery arrangements.
- Pulling together the existing evidence base (studies, research, masterplans, feasibility studies, etc) on the most sustainable locations for growth into a non-statutory policy context that will provide a framework for investment decisions and the determination of planning applications that depart from the existing Local Plan.

56. Some of these issues were explored in the report on "Using Increases in Land Values to Support Infrastructure Provision in North and West Northamptonshire" (December 2006) prepared by EDAW for Northamptonshire County Council and partners including WNDC. The study provides a starting point for engagement with key stakeholders including landowners/developers, public sector agencies in West Northamptonshire and Communities and Local Government and HM Treasury. However, due to the lack of definitive information on the spatial growth proposals and the interlinked issues of what services and infrastructure is required, it does not deliver a definitive solution.

57. During 2007/08, WNDC will work to deliver that solution. This requires WNDC to strengthen our infrastructure team significantly with legal, financial, economic and commercial delivery expertise. This will enable us to more effectively:

- Appraise infrastructure requirements.
- Test assumptions about infrastructure costs.
- Test assumptions about land values.
- Ensure that new development contributes towards addressing the infrastructure shortfall identified.
- Establish contractual arrangements with public and private sector partners (ringmaster).
- Establish the financial arrangements to enable delivery (banker).
- Ensure infrastructure is procured and delivered on time and on budget.

**BP8**

By March 2008, launch the Spatial Investment Plan for Consultation

### ***First Phase of Development Locations***

Within the context of the Growth Delivery Plan, six locations have been identified as the focus for the first phase of housing and jobs growth.

During 2006/07 WNDC audited these locations and, with partners, began preparing action plans to monitor progress. These action plans set out the constraints to delivery in each location, and the action required to overcome these constraints. During 2007/08 WNDC will focus on delivering these plans. Additional staff are being recruited to our regeneration team during 2007/08 to project manage this work.

59. Local authorities are key to the delivery of sustainable development in these locations. They determine the overarching vision for how the new development sits alongside existing communities. Together with the County Council, they are responsible for ensuring that land-use planning is integrated with the transport strategy for West Northamptonshire. In many instances, they are also a major landholder and are able to use their assets to shape the quality of development. Engaging with local authorities as these development locations come forward is therefore a key action for WNDP. During 2006/07 we have established Partnership Boards to bring partners together. In 2007/08, and beyond, these Boards will provide strategic leadership, on behalf of the public sector, as we enter the delivery stage.

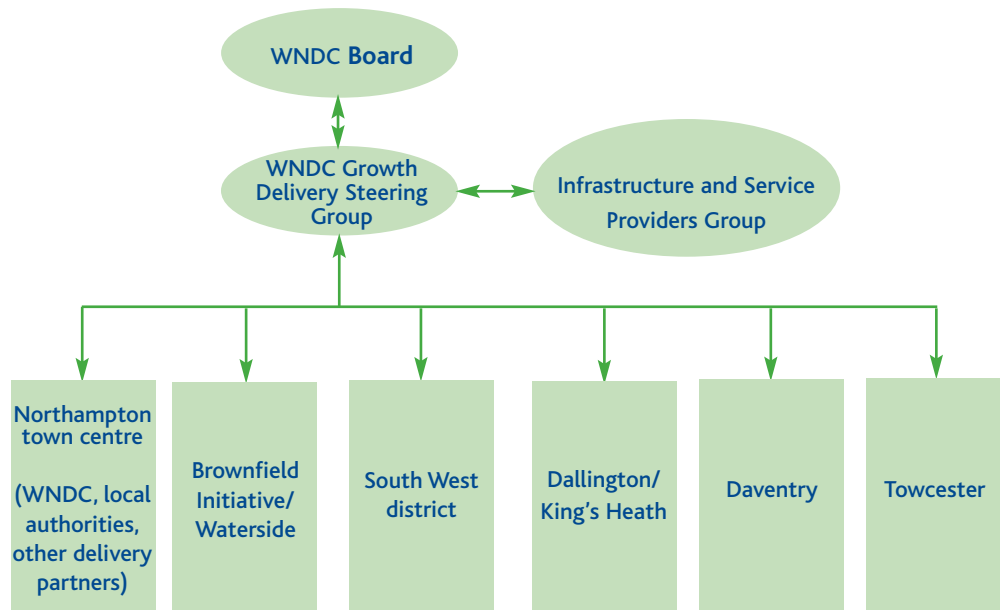


Figure 3: Growth Delivery Plan: Development Location Project Boards

### Northampton town centre:



61. During 2006/07 the Borough Council, in conjunction with WNDC, the County Council, English Partnerships and the East Midlands Development Agency commissioned a study into a design, development and movement framework for the town centre. The aim was to establish a Vision for the central area of Northampton that provided a non-statutory framework for investment and planning decisions.

62. The overarching conclusion from the Study is that there is a wealth of potential in Northampton Centre to:

- Create a better retail offer.
- Develop business and employment opportunities.
- Provide an improved and enhanced public realm to enable pedestrian movement and encourage visitors and investment.
- Develop the tourism and heritage offer.
- Develop further commercial and education facilities.
- Provide improved public sector facilities and services.
- Better integrate public transport and provide a parking regime that supports the retail sector.
- Further develop the resident population by housing development in both established residential areas and through mixed use schemes.

63. The Borough Council is leading public consultation on the framework early in 2007.

64. The first phase of the regeneration plans outlined in the study involve improvements to the public realm in the town centre and the establishment of a Cultural Quarter centred around the redeveloped Royal & Derngate Theatres. During 2006/07, WNDC have invested in cultural projects and approved proposals for the first phase of the Public Realm work. This is expected to start in April 2007. Proposals for the second phase of works will be developed during 2007/08.

65. This work will be driven forward by the Partnership Board established by WNDC. This brings together members and officers from WNDC, the Borough Council, the County Council, English Partnerships, Northamptonshire Enterprise and the East Midlands Development Agency to provide public sector leadership in the town centre.

<b>BP9</b>	By March 2008, together with Northamptonshire County Council and Northampton Borough Council, deliver the first phase of the Northampton Public Realm project
<b>BP10</b>	By March 2008, together with partners on the Partnership Board, develop proposals for Phase Two of the Town Centre proposals

## Northampton Waterside



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66. Waterside development has been a key driver of regeneration in many UK cities and town. Re-uniting Northampton's Waterside with the Town Centre, especially around the emerging Cultural Quarter, creates a massive opportunity to create a unique mixed use destination where people want to go for leisure, business, retail and living. An initial study of the opportunities in the Waterside area was commissioned in 2005/06 by the County Council, Borough Council, WNDC and Invest Northamptonshire (now part of Northamptonshire Enterprise). This complemented earlier work conducted by the Borough Council on a Development Framework and Masterplan. During 2007/08, WNDC will be working with partners to identify projects to deliver that integration between the Waterside area and the Town Centre.
67. Linked to the Waterside is the Brownfield Initiative. This 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.
68. During 2006/07 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.

<b>BP11</b>	By March 2008, together with English Partnerships, deliver Year Two of Phase 4 of the Brownfield Initiative
<b>BP12</b>	By March 2008, together with English Partnerships, Northampton Borough Council and Northamptonshire County Council, develop and appraise proposals for development that supports the integration of the Waterside and the town centre

## Northampton South West:



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69. Northampton South West is one of the biggest opportunity sites for residential and mixed-use development in West Northamptonshire. It comprises a substantial area of land (some 670 hectares) located adjacent to the south west edge of Northampton's urban area and linked to the Waterside area. It is predominantly undeveloped, although significant works are underway or in the pipeline at Upton, Pineham and the former St Crispin hospital site. In total, the South West District has capacity for over 6,000 new homes, schools, employment and amenity space including a country park.
70. In 2004, English Partnerships produced a Strategic Planning review for the South West District. This was approved by Northampton Borough Council as the basis for elements of the Local Development Framework for Northampton, particularly the proposed South West District Action Plan. This document can be given some weight as a material consideration in the determination of outstanding planning applications.
71. Unlocking Northampton South West creates significant strategic infrastructure requirements, principally to improve the road network and provide flood risk mitigation. Programmes are already in place to deliver this infrastructure. English Partnerships and the County Council successfully secured £20m of funding from the Government's Community Infrastructure Fund (CIF) to deliver by March 2008 the Cross Valley Link Road, Sandy Lane Relief Road and Sandy Lane Improvement North. English Partnerships have delivered Phase 1 of the Strategic Flood Mitigation work at Upton, and have secured planning permission for Phases 2 and 3. During 2006/07, WNDC worked with English Partnerships and the County Council to finalise the proposals for the CIF projects. We have also committed funding to deliver Phases 2 and 3 of the flood mitigation works (£7.4m on Phase 3). During 2007/08 we will continue to support the work of partners to deliver these projects.

**BP11**

By March 2008, together with English Partnerships and Northamptonshire County Council, deliver Year Two of the CIF programmes for CVLR, Sandy Lane Relief Road and Sandy Lane Improvements North

**BP12**

By March 2008, together with English Partnerships, deliver Phase 3 of the Northampton flood mitigation works

## Northampton North West:



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72. The Northampton North West District comprises a substantial area of greenfield land on Dallington Heath, together with existing housing development and employment land in the King's Heath, Rye Hill and Spencer ward areas. It is located on the north west edge of Northampton's urban area, although the proposed access road to the Dallington site, off the Harlestone Road, lies in Daventry District.

73. The Dallington site is identified for residential development in Northampton's Local Plan. A Development Brief was adopted by Northampton Borough Council in 2000, which provides detailed planning guidance for the future development of the site. A planning application from the Dallington Grange consortium was submitted in November 2006 following consultation with the local community and key stakeholders. WNDC has taken the results of this consultation and is developing it into a Regeneration Strategy for the wider Northampton North West area.

74. Development at Northampton North West would create significant strategic infrastructure requirements, such as improvements to the strategic road network for the North West of the town and for the regeneration of King's Heath. During 2007/08 WNDC will identify those requirements through the Regeneration Strategy. We also expect to take a decision on the planning application from the Dallington Grange consortium.

**Daventry:**



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75. Daventry town is one of the fastest growing areas of opportunity in West Northamptonshire. 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.
76. Daventry District Council have prepared a Town Centre Vision to provide the context for this growth. During 2006/07 WNDC has committed £6.7m to Phase One of the Town Centre works. Together with contributions from the County Council and Daventry District Council, this project will lever in over £100m of private sector investment in 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 Vision (sites 1, 4 and 5).
77. A Partnership Board has been established to oversee the development of Daventry. This Board will drive the development of a Regeneration and Development Strategy for the town, alongside management of Phase One and the development of proposals for Phase Two. Membership of the Board includes members and officers from WNDC, Daventry Council and the County Council.

<b>BP16</b>	By March 2008, together with Daventry District Council and Northamptonshire County Council, complete Phase 1 of the Daventry Town Centre project
<b>BP17</b>	By March 2008, through the Partnership Board, develop proposals for Phase Two of Daventry Town Centre regeneration

**Towcester:**



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78. Towcester is an attractive and historic market town, set in a beautiful natural setting. It is already a location for many visitors and inward investors attracted by the Racecourse and nearby Silverstone.

79. The rejuvenation of Towcester's Town Centre is a key priority for South Northamptonshire 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. During 2006/07, WNDC has worked with South Northamptonshire Council and the County to develop proposals to deliver the first phase of the Moat Lane project. This project is expected to start in April 2008.

80. A Partnership Board for Towcester, along similar lines to Daventry, has been established. This Board will drive the development of a Regeneration and Development Strategy for the town, alongside management of Moat Lane Phase One and the development of proposals for Phase Two. Membership of the Board includes members and officers from WNDC, South Northamptonshire Council and the County Council.

<b>BP18</b>	By March 2008, together with South Northamptonshire Council and Northamptonshire County Council deliver the first phase of the Moat Lane project
<b>BP19</b>	By March 2008, through the Partnership Board, develop proposals for Phase Two of Towcester Town Centre regeneration

### *Communicating the Growth Delivery Plan*

81. Effective communication of the three parts of the Growth Delivery Plan (infrastructure, development locations and planning standards) is a key action for 2007/08. We have identified two main strands to this work:

- Ensuring the community and stakeholders are engaged in the preparation and delivery of the Growth Delivery Plan. Consultation on the Planning Principles document is scheduled to begin in July 2007. We will also put in place opportunities for the community to discuss progress with WNDC at least every quarter.
- Marketing the benefits of West Northamptonshire to regional, national and international investors. The Growth Delivery Plan will provide an exciting inward investment opportunity. This investment will be essential for delivering the employment targets set out in RSS8. During 2007/08 we will prepare an economic development strategy for West Northamptonshire. The East Midlands Development Agency and Northamptonshire Enterprise will be key partners in this work.

82. Our communications work is supported by a Communications Group established by the Growth Delivery Steering Group. WNDC provides the Secretariat for the Communications Group, which is chaired by the University of Northampton. Other members include the local authorities, English Partnership, Northamptonshire Enterprise, and Government Office for the East Midlands.

**BP20**

Post-consultation, provide quarterly updates on the Growth Delivery Plan to key stakeholders and the wider community

## Strategic Planning Applications

83. Communities and Local Government transferred development control powers for "strategic" planning applications from the relevant planning authorities to WNDP 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, WNDP should have responsibility for all planning applications.

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

84. On 6 April 2006 WNDC inherited 60 undetermined planning applications - some of which had been lodged a number of years previously. A further 267 applications have been received up to March 2007. To speed up the process of determining applications, development control powers were taken in-house from January 2007. It is still our intention to achieve, by the end of the Corporate Plan period, a reduction in this number of "legacy" applications by at least 60%. This target is a Key Performance Indicator for WNDC during the Corporate Plan period, but it will be extremely challenging.

**BP21 / KPI3**

By March 2008 to have reduced the number of "legacy" planning applications by 60%.

**Planning Committees**

85. WNDC has set up planning committees for each of its three areas. The Board has delegated its powers to decide applications to these committees. These committees include Board members and representatives from the relevant local authority.

Northampton	Daventry	Towcester
Ann Tate (Chair)	John Farrow (Chair)	Mary Burrows (Chair)
Cllr Chris Millar (Vice Chair)	Cllr Sandra Barnes (Vice Chair)	Cllr Phil Larratt (Vice Chair)
John Weir	John Weir	John Weir
Nick Thompson	Cllr Lee Barron	Cllr Arthur McCutcheon
David Dickinson	Mary Burrows	Nick Thompson
Cllr Brian Markham	Cllr Ken Melling	Cllr Jackie Oliver
Cllr Penny Flavell	Cllr Robert Walduck	Cllr Valerie Whitaker
Cllr Les Patterson	Cllr Frank Wiig	Cllr Stephen Clarke

86. Each of the committees meets in public, and we aim to make papers publicly available five working days before meetings and will normally expect to achieve this target. For all but two of the Committees, where there were exceptional circumstances, WNDC achieved this target through the course of 2006/07.

87. WNDC's Board has also delegated its powers for determining a defined range of minor applications to the Director for Planning and Development and the Head of Development Control. Details of the schemes of delegation can be found on WNDC's website.

88. WNDC is committed to reviewing the performance of the Planning Committees and the scheme of delegations during 2007/08 to ensure they remain fit for purpose and will be more clearly understood by members of the public.

**BP22**

Between April 2007 and March 2008 to have made at least 95% of Planning Committee Papers publicly available five working days before meetings.

### Development Control Service

89. From 6 April 2006, when development control powers transferred to WNDC, to 31 December 2006, the development control service was provided through service level agreements with local authorities. During this period we struggled to meet the performance targets we set ourselves for the year. With the volume of applications expected to increase significantly during 2007/08, WNDC therefore acted to bring the Development Control service in-house from 1 January 2007.

90. The new service will mainly be funded by planning fees supplemented by WNDC's core funding, Planning Delivery Grant, Housing Delivery Grant and developer contributions. To demonstrate clarity we will account for the new service separately to our main budget. A core team including legal support, will be put in place. Opportunities for local authorities to second people to and from the service will ensure close collaboration with our partners. The core team will be supplemented by specialists when required, and this specialist knowledge will be made available to our local authority partners.

91. Our aim is to improve the speed and quality of the planning service during the corporate planning period to a level where, by March 2008:

- At least 65% of new minor and other applications are being dealt with within eight weeks of receipt.
- At least 80% of new "other" applications are being dealt with within eight weeks of receipt.
- At least 60% of new major applications are being dealt with within thirteen weeks of receipt.

92. An increase in the level and scope of pre-application discussions is key to achieving these aims. In future years we would like to review these targets. Our ultimate aim is to offer one of the best planning services in the country. Progress towards this aim will be kept under review.

<b>BP23 / KP14</b>	By March 2008 to have increased the percentage of major planning applications determined within 13 weeks of receipt to 60%
<b>BP24</b>	By March 2008 to have increased the percentage of "other" planning applications determined within 8 weeks of receipt to 80%
<b>BP25 / KP15</b>	By March 2008 to have increased the percentage of minor planning applications determined within 8 weeks of receipt to 65%

### Planning Appeals

93. Particularly in the absence of up to date Local Development Frameworks (LDFs), there is a risk that development control decisions will be subject to appeal. WNDC does not hold a specific contingency for planning appeals, but when unbudgeted costs arise, is able to call on a central reserve held by our sponsor Department to meet them. As set out elsewhere in this document, our sponsor Department has also made £500,000 available for WNDC to work with partners to prepare decision-making frameworks that support the development control service in the interim period before the LDFs are in place.

### ***Raising the quality of developments***

94. 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 2006/07, WNDC started work on a Planning Principles document to provide clarity for both developers and the community. This will set out in more detail what will be expected in order to demonstrate developments meet the new quality threshold. The standard is expected to be issued for public consultation in April 2007.

**BP26**

By December 2007, following public consultation, adopt a Planning Standard for West Northamptonshire

### ***Communication and Development Control***

95. As part of their work on the Local Development Framework, the Local Authorities in West Northamptonshire have prepared and adopted "Statements of Community Involvement" (SCI) setting out how consultation on all planning matters is to take place. WNDC has committed to follow the protocols set out within the SCI as a minimum for its own planning processes. Where appropriate, WNDC may also seek to undertake additional consultation with stakeholders and the community in order to allow it to make fully informed planning decisions.

## *Growth Area Funding Round 2*

96. WNDC was originally allocated £25m from the second round of Growth Area Funding (GAF2) to invest in infrastructure renewal in West Northamptonshire by March 2008, of which the first £10m had to be spent by March 2007. An additional £4.7m has been secured in 2006/07 specifically for improving flood defences in Northampton.

### **Projects starting in 2006/07**

97. During 2006/07 WNDC has invested £16m in infrastructure projects for West Northamptonshire. This comprises our initial £10m allocation, an additional £4.7m for flood defences, and £1.3m brought forward from 2007/08. These projects are:

- Northampton Brownfield Initiative Phase 4 (NBI4) – £10.8m. This project is led by English Partnerships. It builds upon the success of NBI Phases 1-3 by bringing forward five new schemes that reduce flood risk, transport benefits and housing development on brownfield land. The five schemes are:

- Strategic flood mitigation for the future growth of Northampton.
- Improving the Ransome Road Gateway to the town.
- Junction improvements at Bedford Road.
- Acquiring land at South Ransome Road to support new housing development.
- Providing infrastructure at South West Sixfields.

By March 2007, the first £6.5m of GAF2 funding had been committed on land acquisition at Bedford Road/Nunn Mills Road and the Ransome Road/London Road junctions in order to facilitate the gateway developments and improved access to the sites. In addition there has been some expenditure on detailed design and planning applications for phase 2 of the strategic flood attenuation scheme at Upton.

Daventry Town Centre Phase 1 - £6.7m. This project is being taken forward jointly with Daventry Council and the County. It is the catalyst for the renaissance of Daventry Town Centre. It consists of three schemes, identified within the Daventry Town Centre Vision, that release brownfield land for retail and office development within the Town Centre and improve transport links to potential growth locations. The three schemes are:

- Acquisition of land to link retail and housing development with the Town Centre.
- Land reclamation at Site 4 to create a much larger office and retail development site.
- Acquisition of land at Site 5 to enable a complete development site to be assembled.

By March 2007, the first £3.5m of GAF2 had been committed on land acquisition and on land reclamation works at Site 4.

- Northampton Cultural Strand - £1.4m. This project supports the creation of a cultural quarter in the town centre and the broadening of its arts and visitor offer. It consists of three schemes that support creative industries, reinforce the major development at the Royal and Derngate Theatres and its work in the community, and enhance an internationally renowned visitor attraction. The three schemes are:
  - Support for the redevelopment of the Theatres and their outreach work in Daventry and Towcester.
  - Improved access to and interpretation of the only Charles Rennie Mackintosh designed residential interior in England at 78 Derngate through the redevelopment of 82 Derngate.
  - Creation of additional display space at the Fishmarket Contemporary Art Gallery.

By March 2007 all works, with the exception of the outreach work by the Theatres, had been completed – utilising £1.1m of GAF2.

- Upton Flood Alleviation Phase 3 – £7.4m. This is a joint project with English Partnerships to acquire land for Phase 3 of the flood protection scheme at Upton and deliver the necessary works.

By March 2007, £4.7m of GAF2 had been utilised on land acquisition.

### Projects due to start in 2007/08

98. A number of projects are currently in the pipeline and may be brought forward for funding from the remainder of our £13.7m allocation for 2007/08, from any underspend elsewhere in the Growth Areas programme or from future funding rounds. These projects include:

- Northampton Public Realm Phase 1 – a joint project with the County and Borough Councils to deliver improvements to the public realm between Castle Station and All Saints as the first stage of the Town Centre renewal project.
- Towcester Moat Lane – a joint project with the County and District Councils to regenerate the land behind Watling Street to create an outstanding public space.
- Kings Park Sports and Education Facilities – a project to deliver improved and expanded sport and leisure facilities for the community

<b>BP27 / KP17</b>	By the end of March 2008 to have invested all £13.7m worth of Growth Areas Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire.
<b>BP28</b>	By the end of January 2008 to have prepared a minimum of £5m worth of projects that can utilise any underspend elsewhere in the Growth Areas programme.

## *Future Growth Related Funding*

99. The Spatial Investment Plan will identify the gap between the costs of infrastructure and the resources available to pay for it from developer contributions and mainstream funding. Preparation for future funding rounds is therefore a key priority. Future funding rounds are subject to the outcome of Treasury's Comprehensive Spending Review 2007.
100. The projects we support will be drawn from the list of priority projects identified in the Spatial Investment Plan. This will deliver a range of benefits including affordable housing, community and green infrastructure, transport improvements, business support and utility provision.
101. In the Corporate Plan we identified the need to have at least £30m worth of projects for 2008/09 appraised and approved by August 2007 as a Key Performance Indicator. So far we have identified over £150m of potential projects that are key to enabling sustainable growth. This includes transport projects, sewerage treatment facilities, power supply, and Town Centre regeneration.
102. Additional in-house economic expertise will be sought during 2007/08 to help turn these identified needs into projects, and to prioritise them against their contribution to regeneration and growth.

**BP29 / KP18**

EBy the end of August 2007 to have a minimum of £30m worth of projects appraised and approved ready for GAF3

## *Communicating Investment Priorities*

103. WNDC has initially allocated 1% of project costs for communication, engagement and marketing activity. This will enable effective communication with the community on the reasons behind the temporary upheaval these projects cause and the ultimate benefits they will generate. This will involve signage around development sites to tell people what is happening, why and for how long works will continue. It will also fund regular meetings with the community and regular dialogue through the media and through existing and bespoke communications.
104. Marketing activity will focus on attracting inward investors. The level of public sector investment in West Northamptonshire over the next few years will make it one of the most attractive locations for business and new employment. Our work in this area will support and complement the role of the County's inward investment agency, Northamptonshire Enterprise. Our approach will be set out in the economic development strategy.

**BP30**

Each project to be accompanied by signage that explains what it will deliver and how this fits into the wider vision for the three towns of West Northamptonshire

## *The Board*

105. WNDC is a Non-Departmental Public Body (NDPB) sponsored by Communities and Local Government. 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.
106. 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 have been reappointed during 2006/07. In 2007/08 Communities and Local Government will be reviewing the appointments for the Chairman, the Deputy Chair and five other Board members, including one nominee each from South Northamptonshire District Council, Northampton Borough Council and Northamptonshire County Council.

<b>BP31</b>	By January 2008, complete the appointment process for the Chair
<b>BP32</b>	By March 2008, complete the appointment process for the Deputy Chair and other Board members

107. Board meetings take place in public, unless there are issues of confidentiality. Since September 2006 the public have been able to ask questions at the end of Board meetings, if they have notified the Board Secretary in advance. We aim to make papers publicly available five working days before Board meetings. During 2006/07 we have struggled to deliver this level of performance. A new forward planning system is being introduced to improve performance.

<b>BP33</b>	Between April 2007 and March 2008 to have made at least 95% of Board Papers publicly available five working days before Board meetings
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## *Accounting Officer*

108. The Chief Executive Officer is appointed Accounting Officer for WNDC by the Permanent Secretary and Accounting Officer of Communities and Local Government. He is responsible for ensuring propriety in the WNDC's actions, achieving value for money in line with the framework specified by the Department 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 and a Remuneration Committee to consider retention, recruitment and rewards for staff.

## ***Audit***

109. WNDC's internal auditing function is provided by Communities and Local Government's Internal Audit Service. The Comptroller and Auditor General (National Audit Office) is appointed by statute to externally audit WNDC, and reports to Parliament on the truth and fairness of the financial statements in 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 WNDC has used its resources.

**BP34**

By July 2007, Annual Report & Accounts for 2006/07 to be laid before Parliament

110. 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 these assurances are premised.

## ***Risk Management***

111. WNDC has prepared a Risk Strategy that has been approved by the Audit and Risk Committee. This strategy has been audited by 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, Assistant Chief Executive 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 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.

**BP35**

Up to date Risk Register maintained and reviewed monthly

## **Structure**

112. To deliver our priorities as we move into the delivery stage, WNDC has divided its resources into three directorates:

- i. Infrastructure Delivery - responsible for developing and delivering a programme of physical interventions to support WNDC's aims and objectives.
- ii. Finance, Corporate Services and Policy - responsible for ensuring WNDC has the financial and political 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.
- iii. Planning & Development Control - responsible for ensuring WNDC's objectives of higher quality development delivered faster are promoted and delivered through the statutory planning process.

## **Staffing**

113. WNDC expects to have a staff complement of forty seven<sup>4</sup> in 2007/08. In addition to the nineteen posts identified in the 2006/07 Business Plan this includes:

- Additional expertise in the development, appraisal, funding and delivery of infrastructure projects.
- Additional expertise in commercial enterprise, partnership working, communication and marketing the benefits of the Growth Delivery Plan.
- Extra posts in the Planning Directorate to manage the in-house planning service.

114. This core staff will be supported by project and planning application specific posts as required.

<sup>4</sup> Core staffing costs are financed through our admin budget, the capitalisation of project related costs and planning related income.

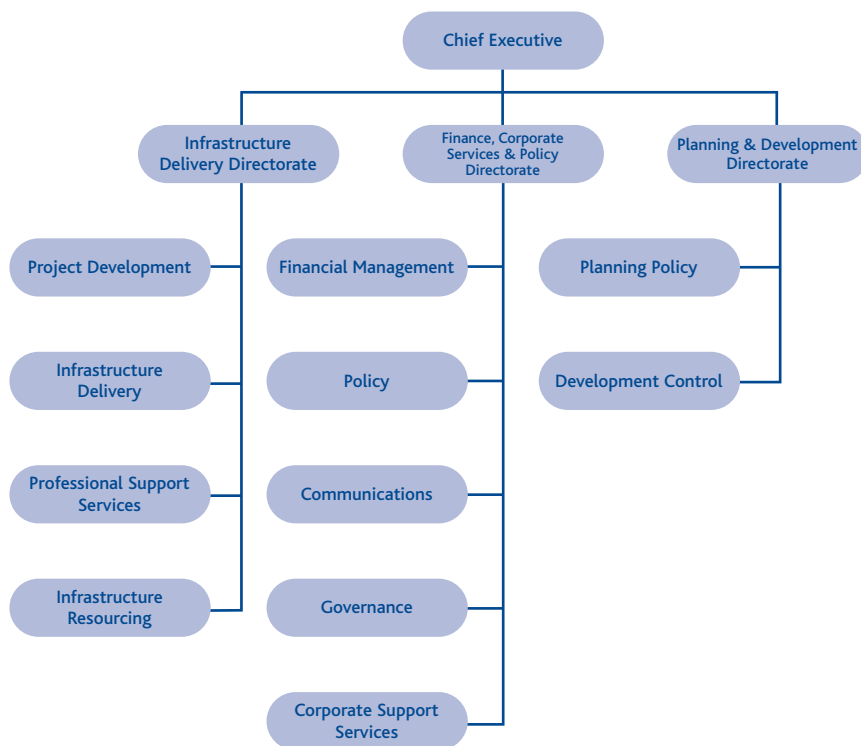


Figure 4: WNDC's Core Functional Units for 2007/08

### *Training and Development*

115. 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 £125,000 has been allocated for 2007/08.

### *Consultancy*

116. 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. During 2007/08 we envisage requiring expertise in financial management and masterplanning.

### *Outsourcing*

117. In line with the Gershon recommendations for achieving efficiency savings within the public sector, we outsource our Human Resources (HR) function, to Northgate HR Services. During 2006/07 we changed our Information Technology (IT) maintenance contract to Complete IT.

### *Accommodation*

118. WNDC rent accommodation at Franklins Gardens from Northampton Saints Rugby Club for a market rate. During 2006/07 this accommodation was refitted to enable the increase in staff required as the organisation moves to the delivery phase.

**BP36**

Between April 2007 and March 2008 to respond to at least 95% of correspondence within 15 days of receipt

## **Correspondence**

119. 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 aim to respond to at least 95% of correspondence within 15 days of receipt. So far during 2006/07 we have met this target.

## **Grant Funding**

120. As an executive Non-Departmental Public Body (NDPB), WNDC receives grant funding direct from Government. Our sponsor department, has indicated that £3.1m will be available to us in 2007/08 for revenue costs and £0.2m for administrative capital spend.<sup>5</sup>

## **Project Management Costs**

121. WNDC operates a cost centre approach to budgeting. This enables us to recharge staff time and activities to individual projects. The current recharge is 5% of total grant for project development, management and evaluation activity, and 1% for promotion and communications. During 2007/08 we forecast that this will be equivalent to £0.8m administration spend.

## **Planning Fees**

122. As a development control authority, WNDC receives planning fees from applicants. Based on experience from 2006/07, it is forecast that this will bring in £0.8m per annum. In order to respond to the unprecedented demand expected to arise from the growth proposals in 2007/08, a further £0.3m per annum will be required from other sources comprising a combination of Planning Delivery Grant and developer contributions to the service. Together this £1.1m funds WNDC's in-house development control service and is accounted for separately to our core budget.

## **Total Revenue**

123. The total revenue budget for WNDC for 2007/08 is therefore £5.0m. 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. Performance during 2006/07, as at February 2007, was on target.

**BP37 / KE11**

By March 2008 to have spent at least 98% of the administrative budget

<sup>5</sup> The £3.1m revenue grant-in-aid includes £2.6m of core funding and £0.5m for one-off work on the development of a non-statutory planning context.

## Revenue: Income and Expenditure Budget for 2007/2008

### Revenue

Description	WNDC £000's	Development Control £000's	Total £000's
<b>Employee Costs</b>			
Board Remuneration	194		194
Staff Salaries	1,655	651	2,306
Contract Staff	175		175
Recruitment	50		50
Training	98	27	125
Travel and Subsistence	70	30	100
<b>Sub-Total</b>	<b>2,242</b>	<b>708</b>	<b>2,950</b>
<b>Consultancy, Legal &amp; Subscriptions</b>			
Professional/Legal Advice	500	100	600
Framework Consultancy <sup>6</sup>	500		500
Auditors	30		30
HR Support Contract	20		20
<b>Sub-Total</b>	<b>1,050</b>	<b>100</b>	<b>1,150</b>
<b>Communications &amp; Conferences</b>			
Sponsorship	120		120
Website Review	17		17
Board/Planning Meetings	25		25
Programme Publicity	83		83
Marketing	25		25
Advertising & Printing	10		10
<b>Sub-Total</b>	<b>280</b>		<b>280</b>
<b>IT</b>			
IT Support Contract	30		30
Web Site Hosting	20		20
<b>Sub-Total</b>	<b>50</b>		<b>50</b>
<b>Office</b>			
Office – Rent	90		90
Satellite Offices	50	50	100
Office Running Costs	138	42	180
<b>Sub-Total</b>	<b>278</b>	<b>92</b>	<b>370</b>
<b>Contingency</b>		<b>200</b>	<b>200</b>
<b>Total Expenditure</b>	<b>3,900</b>	<b>1,100</b>	<b>5,000</b>
<b>Financed by:</b>			
Grant in Aid	(2,600)		(2,600)
Framework Consultancy	(500)		(500)
Programme Costs Recharge	(800)		(800)
Planning Related Income		(1,100)	(1,100)
<b>Total WNDC Income</b>	<b>(3,900)</b>	<b>(1,100)</b>	<b>(5,000)</b>

## Capital: Income and Expenditure Budget for 2007/2008

Description	£000's
IT Hardware	50
IT Software & Website Redesign	50
Fixtures & Fittings (inc. fit-out of satellite offices)	100
<b>Total Expenditure</b>	<b>200</b>
<b>Financed By</b>	
Grant-in-aid	(200)
<b>Total WNDC Income</b>	<b>(200)</b>

## Summary

### Business Plan Actions

	Action	Responsible Team within WNDC
<b>BP1</b>	By March 2008, prepare a Corporate Plan for 2008/09	Policy
<b>BP2</b>	By March 2008, prepare a Business Plan for 2008/09	Policy
<b>BP3</b>	By February 2008, prepare a decision-making framework for Daventry	Planning Policy
<b>BP4</b>	By March 2008, review WNDC's objectives and areas for action to ensure they reflect our statutory purpose	Policy
<b>BP5</b>	Maintain an accurate housing trajectory, producing quarterly reports for the community, stakeholders and Ministers	Policy
<b>BP6</b>	By December 2007 develop an economic development and jobs growth strategy for West Northamptonshire	Policy
<b>BP7</b>	Maintain an accurate employment trajectory, producing quarterly reports for the community, stakeholders and Ministers	Policy
<b>BP8</b>	By March 2008, launch the Spatial Investment Plan for Consultation	Infrastructure Resourcing
<b>BP9</b>	By March 2008, together with Northamptonshire County Council and Northampton Borough Council, deliver the first phase of the Northampton Public Realm project	Infrastructure Delivery
<b>BP10</b>	By March 2008, together with partners on the Partnership Board, Project Development develop proposals for Phase Two of the Town Centre proposals	
<b>BP11</b>	By March 2008, together with English Partnerships, deliver Year Two of Phase 4 of the Brownfield Initiative	Infrastructure Delivery
<b>BP12</b>	By March 2008, together with English Partnerships, Northampton Borough Council and Northamptonshire County Council develop and appraise proposals for development that support the integration of the Waterside and the Town Centre	Project Development
<b>BP13</b>	By March 2008, together with English Partnerships and Northamptonshire County Council, deliver Year Two of the CIF programmes for CVLR, Sandy Lane Relief Road and Sandy Lane Improvements North	Infrastructure Delivery
<b>BP14</b>	By March 2008, together with English Partnerships, deliver Phase 3 of the Northampton flood mitigation works	Infrastructure Delivery
<b>BP15</b>	By March 2008, adopt a Regeneration Strategy for Northampton North West	Planning Policy
<b>BP16</b>	By March 2008, together with Daventry District Council and Northamptonshire County Council, complete Phase 1 of the Daventry Town Centre project	Infrastructure Delivery
<b>BP17</b>	By March 2008, through the Partnership Board, develop proposals for Phase Two of Daventry Town Centre regeneration	Project Development
<b>BP18</b>	By March 2008, together with South Northamptonshire Council and Northamptonshire County Council deliver the first phase of the Moat Lane project	Infrastructure Delivery

<b>BP19</b>	By March 2008, through the Partnership Board, develop proposals for Phase Two of Towcester Town Centre regeneration	Project Development
<b>BP20</b>	Post-consultation, provide quarterly updates on the Growth Delivery Plan to key stakeholders and the wider community	Communications
<b>BP21/ KPI3</b>	By March 2008 to have reduced the number of "legacy" planning applications by 60%	Development Control
<b>BP22</b>	Between April 2007 and March 2008 to have made at least 95% of Planning Committee Papers publicly available five working days before meetings	Development Control
<b>BP23/ KPI4</b>	By March 2008 to have increased the percentage of major planning applications determined within 13 weeks of receipt to 60%	Development Control
<b>BP24</b>	By March 2008 to have increased the percentage of "other" planning applications determined within 8 weeks of receipt to 80%	Development Control
<b>BP25/ KPI5</b>	By March 2008 to have increased the percentage of minor planning applications determined within 8 weeks of receipt to 65%	Development Control
<b>BP26</b>	By December 2007, following public consultation, adopt a Planning Standard for West Northamptonshire	Planning Policy
<b>BP27 /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	Infrastructure Delivery
<b>BP28</b>	By the end of January 2008 to have prepared a minimum of £5m worth of projects that can utilise any underspend elsewhere in the Growth Areas programme.	Project Development
<b>BP29 /KPI8</b>	By the end of August 2007 to have a minimum of £30m worth of projects appraised and approved ready for GAF3	Project Development
<b>BP30</b>	Each project to be accompanied by signage that explains what it will deliver and how this fits into the wider vision for the three towns of West Northamptonshire	Communications
<b>BP31</b>	By January 2008, complete the appointment process for the Chair	Governance
<b>BP32</b>	By March 2008, complete the appointment process for the Deputy Chair and other Board members	Governance
<b>BP33</b>	Between April 2007 and March 2008 to have made at least 95% of Board Papers publicly available five working days before Board meetings	Governance
<b>BP34</b>	By July 2007, Annual Report & Accounts for 2006/07 to be laid before Parliament	Financial Management
<b>BP35</b>	Up to date Risk Register maintained and reviewed monthly	Financial Management
<b>BP36</b>	Between April 2007 and March 2008 to respond to at least 95% of correspondence within 15 days of receipt	Corporate Support Services
<b>BP37/ KEI1</b>	By March 2008 to have spent at least 98% of the administrative budget	Financial Management

## Annex A: Progress on Corporate Plan Targets

	On Track / Acheived	At Risk	Late
Corporate Plan Targets	10	3	2

### Summary table

125. The Corporate Plan (2006-2008) identified a range of Key Performance Indicators (KPIs) to measure our effectiveness in delivering our key priorities. We set out below the progress we have made towards delivering these KPIs in 2006/07. To bring the at risk targets back on track, WNDC brought the development control service in-house at the start of January 2007.

	Target	Progress @ February 2007
<b>KPI1</b>	By December 2006 to have prepared the first draft of the Spatial Investment Plan	This target is late. This is mainly due to the lack of existing information on infrastructure need. Additional information is now being compiled and is expected to be complete by Autumn 2007
<b>KPI2</b>	By December 2006 to have prepared action plans for delivery for the six identified key development locations	This target is late. This work has again been hampered by the lack of information on infrastructure need. These Plans are now expected to be complete by Autumn 2007
<b>KPI3</b>	By the end of the Corporate Planning period to reduce the number of undetermined planning applications by 60% to 24	This target is at risk as the original SLA approach to handling planning applications was insufficiently robust to deliver. To address this, the service has been brought in-house from January 2007
<b>KPI4</b>	By the end of the Corporate Planning period to have increased the percentage of major planning applications determined within 13 weeks of validation to 60%	This target is at risk as the original SLA approach to handling planning applications was insufficiently robust to deliver. To address this, the service has been brought in-house from January 2007
<b>KPI5</b>	By the end of the Corporate Planning period to have increased the percentage of minor planning applications determined within 8 weeks of validation to 67%	This target is at risk as the original SLA approach to handling planning applications was insufficiently robust to deliver. To address this, the service has been brought in-house from January 2007
<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	This target is on track. Over £12m had been approved for investments in Phase 4 of the Northampton Brownfield Initiative (NBI4), Daventry Town Centre Phase 1 (DTC1) and Cultural Strand projects during 2006/07. A further £3m has been secured for the delivery of Phase 3 of the Upton Flood Mitigation work
<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	This target is on track. The NBI4 and DTC1 projects will invest a further £9m during 2007/08. Projects currently in the pipeline for 2007/08 have the ability to spend up to an additional £22m
<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	This target is on track. Projects worth over £150m have been identified for GAF3 and are being worked up for appraisal

### Key Investment Indicators

126. WNDC will receive £25m capital funding from Communities and Local Government during this Corporate Plan period (April 2006 – March 2008). We are using 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 originally forecasted achieving the outputs below. Investment from our first three projects initiated in 2006/07 (Northampton Brownfield Initiative Phase 4, Daventry Town Centre Phase 1 and the Cultural Strand), total value £19m, is currently forecast to exceed most of these forecasts. A key activity for 2007/08 is therefore to work with partners to monitor and help manage these projects to ensure they deliver.

		Gross Direct Outputs	Gross Indirect Outputs	Total Gross Outputs	Progress on Total Gross Outputs (forecast outputs from the approved projects list as at February 2007)
KII1	Housing (number of units)	720	1,820	2,540	2,490 (-50)
KII2	Commercial floorspace created (m <sup>2</sup> )	12,255	5,500	17,755	26,470 (+8,715)
KII3	Jobs created or safeguarded (FTEs)	430	125	555	915 (+360)
KII4	Private sector investment attracted (£)	89,000,000	201,480,000	290,480,000	307,500,000 (+17,020,000)
KII5	Public sector investment attracted (£)	8,750,000	0	8,750,000	13,800,000 (+5,050,000)

### Key Efficiency Indicators

WNDC 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:

	Target	Progress @ February 2007
KEI1	Actual spend on administration costs to be within 2% of forecast	This target is on track
KEI2	To respond to at least 95% of correspondence within 15 days of receipt	This target is on track. We are currently responding to 95% of correspondence within 15 days of receipt

## Annex B: Business Plan Targets 2006/07

	Met / On Track	Met Late	Late
<b>Business Plan Targets</b>	<b>28</b>	<b>2</b>	<b>11</b>

### *Summary table*

128. The 2006/07 Business Plan set out a range of targets for WNDC to achieve. We will report final year performance against all these targets in our Annual Report, but we set out below progress as at February 2007. The number of targets where delivery is late is unacceptably high. This has been mainly due to the lack of robustness in the original process for determining planning applications, with a consequent knock-on effect to other areas of WNDC activity. To address this problem WNDC took the development control service in-house from January 2007.

	Action	Responsible Team Within WNDC	Progress @ February 2007
<b>BP1</b>	By December 2006, submit a first draft Business Plan for 2007/08 to Communities and Local Government for approval	Policy & Communication	This target has been met
<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	This target is on track
<b>BP3</b>	Growth Delivery Plan Steering Group in place by summer 2006	Policy & Communication	This target has been met. The Steering Group first met in May 2006 and now meets every 6 weeks
<b>BP4</b>	First draft Growth Delivery Plan complete by March 2007	All	This target is running late
<b>BP5</b>	Input into the Growth Options Study to enable the local authorities to complete by December 2006	Planning & Development	This target has been met
<b>BP6</b>	Compile, by summer 2006, and maintain a comprehensive housing trajectory for West Northamptonshire	Programme & Infrastructure	This target has been met. The initial housing trajectory was compiled in June 2006 and is updated quarterly in partnership with Northamptonshire County Council
<b>BP7</b>	Initial EDAW study complete summer 2006	Programme & Infrastructure	This target has been met late. The EDAW study was completed in December 2006
<b>BP8</b>	Comprehensive infrastructure work commissioned spring 2007	Programme & Infrastructure	Slippage in the timetable for the Local Authority Local Development Framework have pushed this target into 2007/08

<b>BP9</b>	Water cycle study complete spring 2007	Programme & Infrastructure	This target is on track. The Environment Agency should complete the scoping study by end March. This will identify what further work is required in 2007/08
<b>BP10</b>	Identify an initial view of the contribution from land value and standard charge by summer 2006	Programme & Infrastructure	This target has been completed late. The EDAW report set out an initial view on the contribution from land value and standard charges in December 2006. The current work on the Planning Standard and Spatial Investment Plan will lead to refinements to these views
<b>BP11</b>	Provide evidence for submission directly, and on a county-wide and MKSM-wide basis, to Communities and Local Government by autumn 2006, to support their bid for growth related programmes as part of CSR07	Policy & Communication	Slippage in the Government's timetable for CSR07 has pushed this target into 2007/08
<b>BP12</b>	Provide evidence for the county-wide and MKSM-wide submissions to Communities and Local Government by autumn 2006, for their input into the cross-cutting review on departmental expenditure and growth	Policy & Communication	This target has been met. Information was provided for the county-wide and MKSM submissions to the cross-cutting review by July 2006
<b>BP13</b>	Infrastructure and Service Providers' Sub-Groups established by autumn 2006	Programme & Infrastructure	This target has been met. All Infrastructure and Service Providers' Sub-Groups were established and held their first meetings by October 2006
<b>BP14</b>	Soft market testing of the banker role in West Northamptonshire by autumn 2006	Programme & Infrastructure	This target has been met. Initial soft market testing of the banker role in West Northamptonshire was completed by English Partnerships by October 2006. EP are now looking at developing a model that would be applicable across the Growth Areas
<b>BP15/ KPI1</b>	By December 2006 to have prepared the first draft of the Spatial Investment Plan	Programme & Infrastructure	This target is late. This is mainly due to the lack of existing information on infrastructure need. Additional information is now being compiled and is expected to be complete by Autumn 2007

<b>BP16 / KPI2</b>	By December 2006 to have prepared action plans for delivery for the six identified key development locations	Programme & Infrastructure	This target is late. This work has again been hampered by the lack of information on infrastructure need. These Plans are now expected to be complete by Autumn 2007
<b>BP17</b>	By March 2007 Project Boards for each of the six key development locations to be established	Programme & Infrastructure	This target has been met. The Project Boards have been renamed Partnership Boards, to distinguish them from the Project Boards delivering specific projects in West Northamptonshire. Their role is to co-ordinate public sector activity and drive the delivery of sustainable regeneration and growth. Partnership Boards for the three towns, that cover the six key development locations, are now up and running
<b>BP18</b>	Design, development and movement study for the central area of Northampton completed by summer 2006	Programme & Infrastructure	This target has been met. The study was adopted by WNDC's Board at their September meeting – subject to public consultation. Northampton Borough Council are expected to launch the public consultation in January 2007
<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	This target has been met. The project has been appraised and approved by WNDC, subject to final approval from Communities and Local Government
<b>BP20</b>	Together with English Partnerships deliver Year One of Phase 4 of the Brownfield Initiative by March 2007	Programme & Infrastructure	This target has been met. The Project has been approved and Year One delivery is on track
<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	This target has been met

<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	This target has been met. The project has been approved and work is on the ground at Eastern Way
<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	This target is on track. This project is being appraised and is expected to be submitted for Board approval by the end of April 2007
<b>BP24</b>	By March 2007 to have reduced the number of outstanding planning applications to 60	Planning & Development	This target will be missed as the original SLA approach to handling planning applications was insufficiently robust to deliver. To address this, the service has been brought in-house from January 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	Finance & Corporate	This target has been missed with performance at 82%. The target was met for nine out of the eleven committees held in 2006/07. On both occasions the target was missed by one day
<b>BP26</b>	By Summer 2006 to have negotiated SLAs with local authorities that enable the delivery of WNDC's planning targets	Planning & Development	This target has been met. Negotiations concluded in August 2006 to extend the SLAs through to December 2006. After which the development control service has been taken in-house
<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	This target will be missed as the original SLA approach to handling planning applications was insufficiently robust to deliver. To address this, the service has been brought in-house from January 2007
<b>BP28</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	Planning & Development	This target will be missed as the original SLA approach to handling planning applications was insufficiently robust to deliver. To address this, the service has been brought in-house from January 2007

<b>BP29</b>	By Autumn 2006 have established a "blind trust" arrangement with developers	Planning & Development	This target has been missed. One-off contractual arrangements for charging developers for the costs associated with considering their applications will be in place before the end of March 2007. A wider arrangement for a "blind trust" is still under 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	This target has been delayed. A draft Planning Standard has been prepared for WNDC by Arups. Public consultation on the Standard is planned for April 2007
<b>BP31/ 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	Programme & Infrastructure	This target is on track. Over £12m had been approved for investments in Phase 4 of the Northampton Brownfield Initiative (NBI4), Daventry Town Centre Phase 1 (DTC1) and Cultural Strand projects during 2006/07. A further £3m has been secured for the delivery of Phase 3 of the Upton Flood Mitigation work
<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	This target is on track. The NBI4 and DTC1 projects will invest a further £9m during 2007/08. The flood mitigation work will invest a further £4m. Other projects currently in the pipeline for 2007/08 could spend up to an additional £8m
<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	This target has been met. WNDC's Programme Management Manual sets out the guidance behind our programme and project management procedures. The "Workflow" document sets out detailed procedural arrangements. These procedures have been linked into the new Programme Management System
<b>BP34</b>	By autumn 2006 to have mapped all WNDC's stakeholders onto the OGC matrix	Policy & Communication	This target has been met. All WNDC's stakeholders were mapped onto the OGC matrix by September 2006. This work fed into the wider Communications Strategy

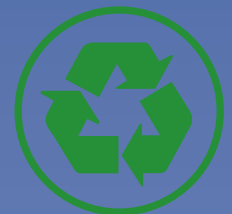
<b>BP35</b>	By autumn 2006 to have developed a comprehensive Communications Strategy	Policy & Communication	This target is late. The Communications Strategy is currently in development and is scheduled for completion in March 2007
<b>BP36 / KEI2</b>	Between April 2006 and March 2007 to have responded to at least 95% of correspondence within 15 days of receipt	Finance & Corporate	This target is on track to be met. So far this year we have responded to 95% of correspondence within 15 days.
<b>BP37</b>	By March 2007, complete the Board member appointment and reappointment process	Policy & Communication	This target has been met. Reappointments to the Board will be made in early 2007. There are no new appointments
<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	This target will be missed. A new system is being put in place to improve performance
<b>BP39</b>	Annual Report & Accounts laid before Parliament by summer 2006	Finance & Corporate	This target has been met. Our Annual Report & Accounts were laid before Parliament in July 2006
<b>BP40</b>	Up to date Risk Register maintained and reviewed monthly	Finance & Corporate	This target has been met. The risk register is reviewed monthly by the officer Risk group and a standing item on the Audit & Risk Committee which meets quarterly
<b>BP41</b>	By December 2006 all remaining vacant posts will have been advertised	Finance & Corporate	This target has been met.
<b>BP42 / KEI1</b>	By March 2007 to have spent at least 98% of the administrative budget	Finance & Corporate	This target is on track with spend expected to be within 1% of forecast
<b>BP43</b>	By December 2006, have procured and installed a Programme Management System	Finance & Corporate	This target has been met. The Mantix system was identified following a procurement exercise. It was installed by December 2006 and is now being piloted







West Northamptonshire  
Development Corporation  
PO Box 355, Franklin's Gardens,  
Northampton NN5 5WU  
Telephone 01604 586 600  
Fax 01604 586 648  
[www.wndc.org.uk](http://www.wndc.org.uk)



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