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July 2006



From Aspiration to Action

WNDC Corporate Plan
April 2006 - March 2008



WNDC
WEST NORTHAMPTONSHIRE
DEVELOPMENT CORPORATION

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WNDC's Mission

The West Northamptonshire Development Corporation (WNDC) Board has been established to provide the drive and strategic

leadership required to deliver sustainable communities in West Northamptonshire. Our overall mission is 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.”



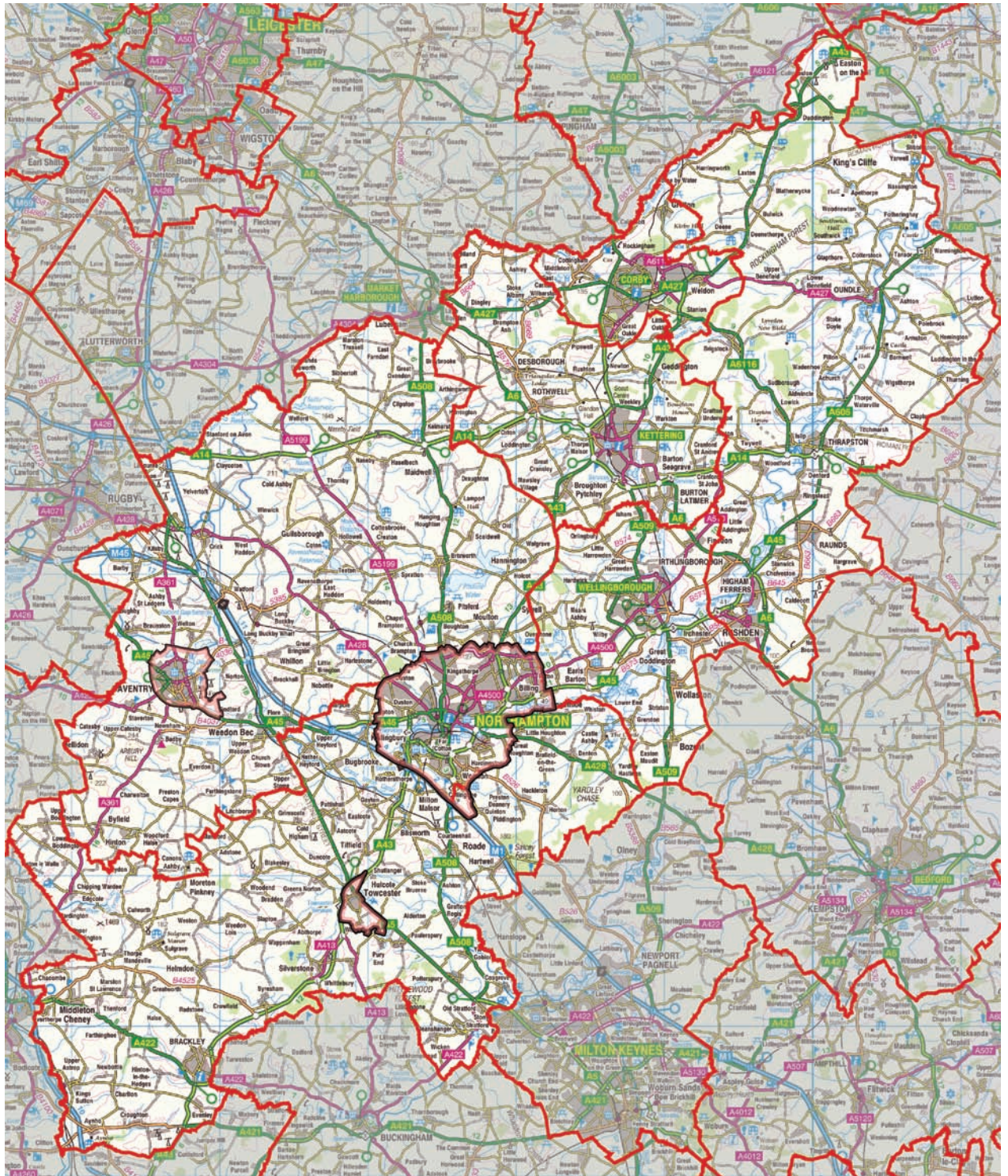
WNDC Board members:

Standing (from left) Cllr Lee Barron, Cllr Phil Larratt, Keith Barwell (Chairman), Cllr Chris Millar, David Dickinson; Nick Thompson, Cllr Arthur McCutcheon.

Seated (from left) John Farrow, Mary Burrows, Cllr Sandra Barnes, Ann Tate, John Weir (Deputy Chairman).

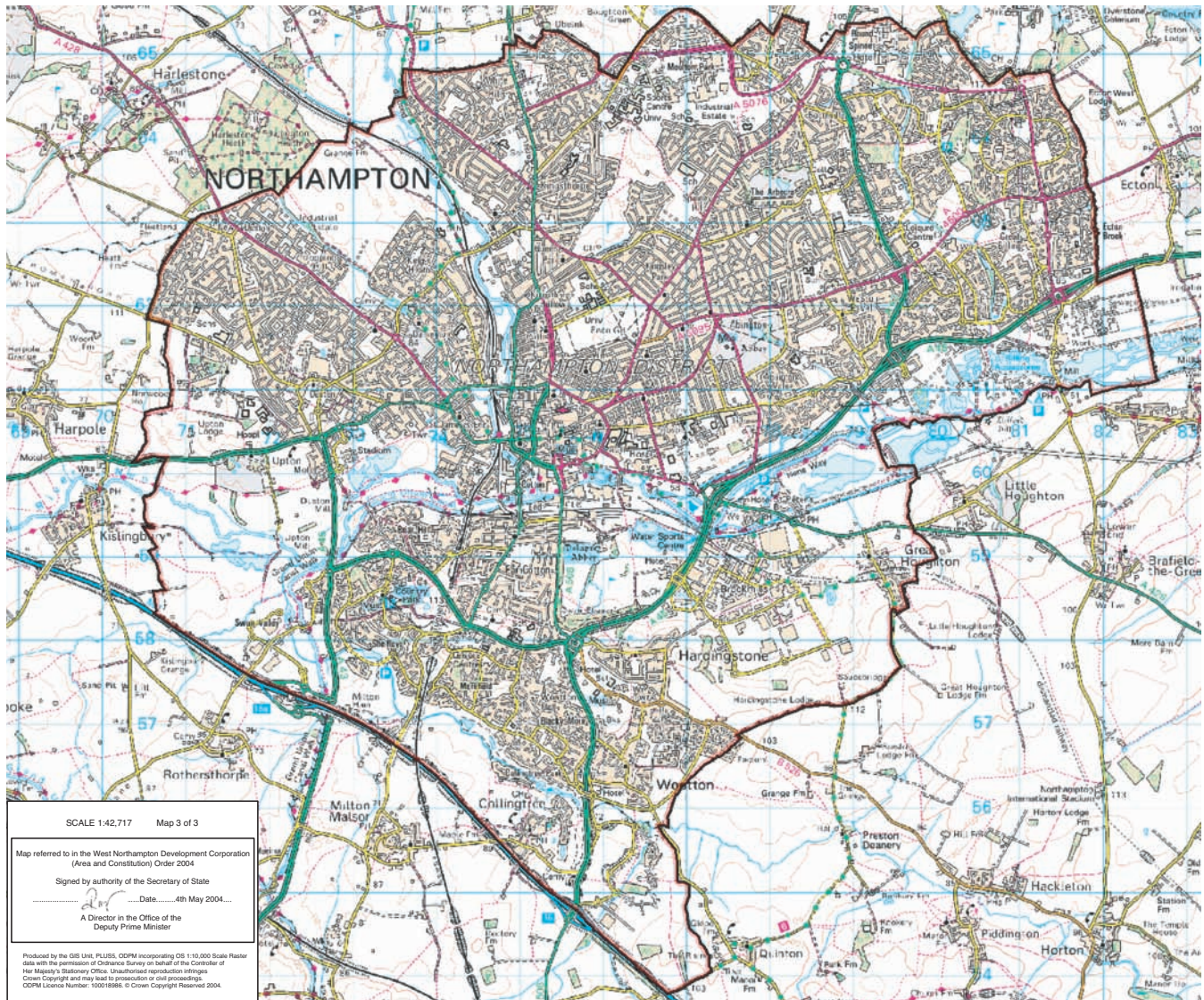
Inset Cllr Ben Smith, not available for the group photograph.

West Northamptonshire Urban Development Area



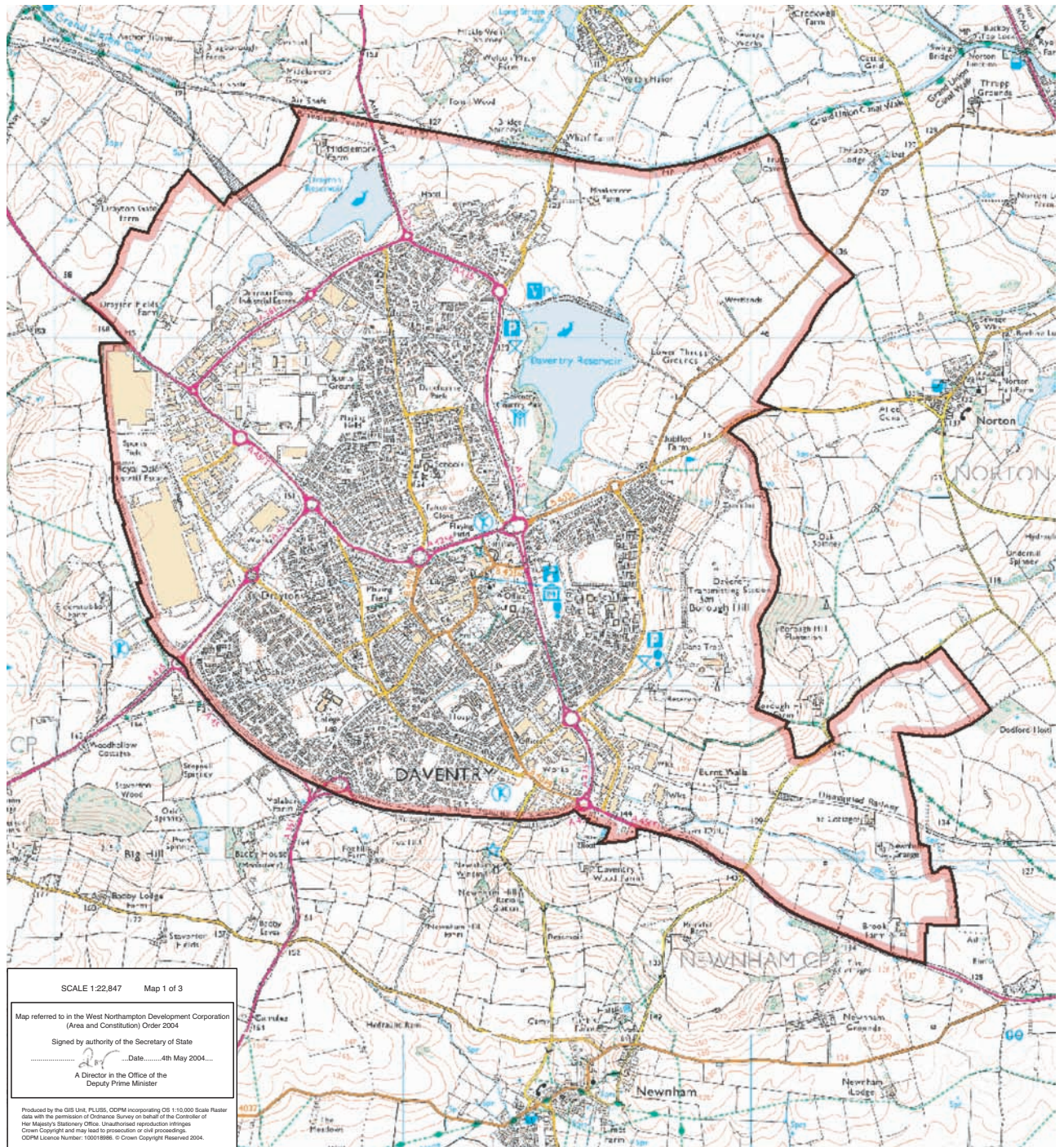
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Northampton Urban Development Area



¹ HMSO – The West Northamptonshire Development Corporation (Area and Constitution) Order 2004.

Daventry Urban Development Area



Towcester Urban Development Area



SCALE 1:12,000 Map 2 of 3

Map referred to in the West Northampton Development Corporation
(Area and Constitution) Order 2004

Signed by authority of the Secretary of State
..... Date 4th May 2004.....
A Director in the Office of the
Deputy Prime Minister

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Foreword



Keith Barwell
Chairman



Mike Hayes
Chief Executive

WNDC was set up by the Office of the Deputy Prime Minister (ODPM, now the Department for Communities and Local Government - DCLG) in December 2004 to deliver sustainable regeneration and growth in the West Northamptonshire towns of Northampton, Daventry and Towcester.

West Northamptonshire is strategically located in the centre of the country:

- At the southern edge of the East Midlands region, providing a bridge between North and South
- Halfway between the UK's two major cities, London and Birmingham – both players on the world stage. This provides huge opportunities to access the global marketplace
- At the heart of the Oxford to Cambridge arc, between two of the world's most famous centres of learning. This creates opportunities to develop a role incubating and developing "spin-offs" from new technology

These advantages make it a great place to live, work and do business. Most West Northamptonshire residents already enjoy a relatively high quality of life. We have low unemployment, a new University and many charming open spaces and rural areas.

West Northamptonshire has relatively few physical constraints to growth. It therefore has perhaps the greatest potential in the wider South East to deliver quickly and effectively the quality housing, employment and infrastructure set out in the Sustainable Communities Plan.

During 2005/06, its first full year of operation, WNDC has come a long way. Recruitment of senior members of the core team has been completed and a Prospectus, setting out the way forward, has been published for consultation. Consultation finished on 6 March 2006. This Corporate Plan takes the agenda set out in the Prospectus to the next stage – delivery.

We have set ourselves challenging objectives and targets. Delivering them will not be easy. Our partners have limited spare capacity, and our funding from Government for running costs and capital projects is small relative to the task in hand. This creates risks to successful delivery, and will undoubtedly constrain how fast we can make things happen. But we are a dynamic and innovative organisation, comprising the best of the elected and selected. This Corporate Plan therefore sets out how we intend to "work smart" to overcome these barriers and deliver for the people of West Northamptonshire.



Tourist Information

Town Centre

Museum and
Art Gallery

Dermgate &
Royal Theatre



Executive Summary

Introduction

1. WNDC is a non-departmental public body (NDPB) sponsored by the Department for Communities and Local Government (DCLG). It was set up in December 2004 to deliver sustainable regeneration and growth in the West Northamptonshire towns of Northampton, Daventry and Towcester
2. This Corporate Plan sets out, in broad terms, WNDC's planned activity during the period 2006/07 to 2007/08 to deliver these objectives¹. The Corporate Plan includes sufficient detail on how we will achieve our objectives to provide a baseline against which our performance can be assessed. However, it is not a detailed operating plan and therefore does not contain full details of all the activities we propose to undertake.

Key Performance Indicators

3. During this Corporate Plan period, WNDC will have three key priorities to kick-start the sustainable regeneration and growth of West Northamptonshire:
 - Developing and implementing the two strands of the Growth Delivery Plan. This will enable WNDC and its partners to set out a costed and programmed approach to the delivery of strategic infrastructure, the rejuvenation of town centres and the delivery of local infrastructure key to unlocking development locations. Underpinning the Growth Delivery Plan is a programme of work to establish a comprehensive understanding of the housing pipeline.
 - Enabling high quality housing and employment development, thereby releasing development value for infrastructure provision, through effective use of our development control powers.
 - Investing Growth Area Funding in West Northamptonshire.
4. As an indicator of performance in these areas we have adopted the Key Performance Indicators (KPIs) below:

KPI1 By December 2006 to have prepared the first draft of the Spatial Investment Plan²

KPI2 By December 2006 to have prepared action plans for delivery of the six identified key development locations³

KPI3 By the end of the Corporate Planning period to reduce the number of undetermined planning applications by 60%

KPI4 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%

KPI5 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%

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

KPI7 By the end of March 2008 to have invested all £15m worth of Growth Area Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire

KPI8 By the end of August 2007 to have a minimum of £30m worth of projects appraised and approved ready for Growth Area Funding Round 3

Key Investment Indicators

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

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

Key Efficiency Indicators

5. 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:

KEI1 Actual spend on administration costs to be within 2% of forecast

KEI2 To respond to at least 95% of correspondence within 15 days of receipt

6. We will report performance against all these targets in our Annual Report.

¹ WNDC's Corporate Plan will normally run for a three year period. This first two year plan aligns our spending priorities with the timescale of current central Government spending reviews.

² Upon completion, this KPI will be replaced by further indicators on delivery of the Spatial Investment Plan.

³ Upon completion, this KPI will be replaced by further indicators on delivery of the key development locations.

Introduction

The Policy Context

Sustainable Communities

1.1

"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 of 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. The other Growth Areas are London-Stansted-Cambridge-Peterborough, Ashford and the Thames Gateway.

1.2

West Northamptonshire, along with other parts of the MKSM Growth Area has already demonstrated a dramatic capacity for economic success. In the decade 1991-2000, employment growth in the area was over three times the national average. The area has seen substantial rates of population growth over this time. New areas of housing are needed to accommodate this growth, but development must be planned in a sustainable way.

1.3

As current and planned development patterns indicate, there are major opportunities for boosting the economic strength of Northampton and neighbouring centres in Daventry and Towcester. There is scope to create an enhanced urban environment and improve public infrastructure through regeneration and high quality design focusing on a series of town

centre and urban fringe sites. Successful regeneration of these centres would enhance the development of sustainable and viable local communities able to accommodate proposed levels of growth. It would also recognise the key sub-regional links between Northampton, South Northamptonshire and Daventry Districts.

1.4

Various delivery vehicles have been established for the individual growth locations within the MKSM Growth Area. In West Northamptonshire, central Government and local authorities agreed that the scale and intensity of the task of land assembly required an Urban Development Corporation (West Northamptonshire Development Corporation) with additional powers, focus and ability to generate increased private sector confidence.

Public Service Agreements

1.5

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. WNDP contributes to the achievement of a number of these PSA targets:

Department for Communities and Local Government – PSA5

1.5.1

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

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

1.5.2

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

HM Treasury – PSA5, DCLG – PSA2, Department of Trade and Industry – PSA7

1.5.3

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

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

1.5.4

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. For WNDC this means ensuring sufficient employment land is allocated, and securing infrastructure improvements, especially to the area’s transport links such as the reinstatement of the Northampton-Wellingborough and/or Bedford services.

HM Treasury – PSA4, Department of Trade and Industry – PSA1

1.5.5

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

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

1.5.6

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

Department of Trade and Industry – PSA2

1.5.7

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

Department of Trade and Industry – PSA6

1.5.8

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

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

Department for Culture, Media and Sport – PSA4

1.5.9

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

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

Department of Communities and Local Government – PSA1

1.5.10

“Tackle social exclusion and deliver neighbourhood renewal, working with Departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness,

housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.”

1.5.11

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

Department of Communities and Local Government – PSA6

1.5.12

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

1.5.13

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

Department of Communities and Local Government – PSA8

1.5.14

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

1.5.15

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

Regional Spatial Strategy for the East Midlands

1.6

The current version of Regional Spatial Strategy for the East Midlands (RSS8) was published in March 2005 following the Public Examination (March-April 2004) and subsequent public consultation on proposed changes related to the MKSM Sub-Regional Strategy. The next major review, covering the period up to 2026, was launched in 2005 and is expected to be published in its final form early in 2008.

1.7

RSS8 sets out the broad development strategy for the East Midlands, including West Northamptonshire, up to 2021. The main role of RSS8 is to provide a strategy within which local authorities' planning documents and local transport plans can be prepared. It identifies the scale and distribution of provision for new housing and priorities for the environment, transport, infrastructure, economic development, agriculture, energy, minerals and waste treatment. RSS8 therefore provides the long-term planning framework for the WNDC.

1.8

Northampton is already a large urban area. Its growth over the next twenty-five years, coupled with its strategic location, will make it one of the most important cities too (as shown in Figure 1). Co-ordinated development led by WNDC can ensure it is also one of the most sustainable.

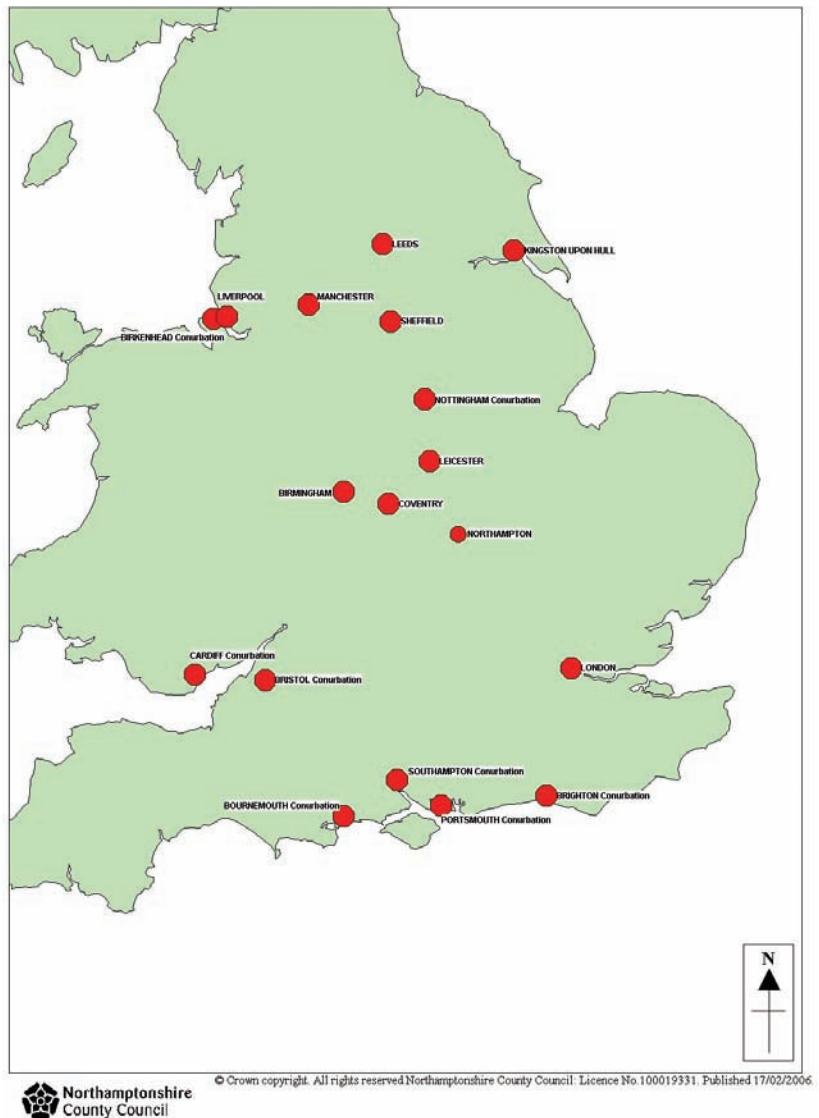


Figure 1: By 2021 Northampton is expected to have a population of 300,000. This diagram shows Northampton alongside those towns and cities which at the time of the 2001 census had a population of 300,000 or more.

Statutory Background

1.9

The order establishing a UDC for West Northamptonshire – specifically the towns of Northampton, Daventry and Towcester - was approved by Parliament in December 2004. While the order does not set a time limit on WNDC, DCLG have indicated that they expect the body to have a ten year lifespan. This will be reviewed after 5 years.

1.10

WNDC's objective is to secure the sustainable regeneration and development of the three towns within its area, to help encourage growth and attract extra public and private sector investment to the county. This means creating more and better jobs, improving town centres and creating better places to live.

1.11

WNDC's 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 other 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

1.12

Subject to Parliamentary approval, the Secretary of State has also used his powers under the 1980 Act⁴ to make WNDC the planning authority for strategic applications from April 2006. Further details on how WNDC intends to use its powers are set out later in this document.

⁴ Statutory Instrument - (SI/2006/616).



Aims and Objectives

Realising the Potential: The Prospectus for West Northamptonshire

2.1

On 6 December 2005 WNDC published for consultation its Prospectus⁵ for future growth and prosperity in West Northamptonshire. The consultation closed on 6 March 2006. The Prospectus was formally adopted as WNDC policy in May 2006.

2.2

The growth agenda creates a series of challenges and opportunities for West Northamptonshire. Our job is to work with partners to tackle these challenges and make the most of these opportunities. In the Prospectus, we stated our aspiration to make Northampton a world class sustainable city at the heart of a world class West Northamptonshire.

2.3

To achieve this aspiration we identified three linked objectives:

- To improve our **competitiveness** – finding a position within the global economy that enables West Northamptonshire to compete successfully with the rest of the world
- To support community **cohesion** – making the opportunities arising from growth available for all; both existing and future residents
- To increase design **quality** – creating places that are well designed and make a positive contribution to the natural environment

2.4

Following an analysis of West Northamptonshire's existing strengths and weaknesses and the opportunities and threats the area will face in the future⁶, WNDC identified ten key areas for action to achieve co-ordinated, sustainable development. In none of these areas is WNDC the lead organisation – they must be tackled through strong public, private, voluntary and community sector partnerships. However, we can support partners' ability to deliver in each of these areas by the use of our resources and powers. These areas are therefore an indication of our priorities for action and form the basis for the development of our programme of activity.

⁵ WNDC "Realising the Opportunity: West Northamptonshire in the 21st century. A prospectus for growth and prosperity." (December 2005)

⁶ Northamptonshire Observatory "The West Northamptonshire Development Corporation: a baseline profile" (March 2005); Scott Wilson-EDAW "WNDC Regeneration Framework Project Initiation Document" (May 2005), "West Northamptonshire Regeneration Framework Baseline Issues Scoping" (June 2005), "Towards a Regeneration Framework: Policy and Delivery Perspectives" (July 2005), "The Shape of Things to Come: Vision and Urban design Perspectives" (July 2005), "WNDC Baseline Issues Scoping Report" (August 2005), "WNDC Board Workshop Presentation" (August 2005) and "West Northamptonshire Development Corporation Regeneration Framework" (September 2005)

Key Areas for Action

A. Improving and diversifying the economic base

to tackle West Northamptonshire's over-reliance on a few employment sectors and promote an innovative and dynamic economy which offers quality, well-paid employment opportunities, is highly competitive and generates a substantially greater level of added value.

B. Transforming town centres

that are currently struggling to compete, to create distinctive, robust and vibrant places to satisfy the needs of existing and new communities.

C. Providing a greater number and range of well designed, eco-friendly diverse housing

to redress the imbalance in West Northamptonshire's existing housing stock and increase the size, quality and choice of housing stock to meet the needs of communities and individuals.

D. Establishing a more recognisable sense of place and identity

for the three individual towns and West Northamptonshire as a whole.

E. Improving connectivity

by utilising West Northamptonshire's regional and national linkages suitably upgraded whilst substantially improving internal accessibility and movement.

F. Creating inclusive communities

by ensuring opportunities afforded by growth are available to new and existing residents – especially those living in areas experiencing deprivation.

G. Developing high quality skills

resolving West Northamptonshire's current disadvantage, enabling individuals to reach their full potential and helping employers locate the skills they require.

H. Achieving quality in the built and natural environment

to create distinctive places where people want to live.

I. Improving the management of environmental assets and resources

maximising the contribution the superb West Northamptonshire environment makes to peoples' quality of life whilst minimising the impact of human activity on that environment.

J. Helping West Northamptonshire's rural communities

to thrive and be more secure for the future, by reinforcing the strong relationship between town and country.

2.5

Four of these areas for action (D: Establishing a more recognisable sense of place and identity; F: Creating inclusive communities; H: Achieving quality in the built and natural environment; and I: Improving the management of environmental assets and resources) have been identified as cross-cutting objectives. All WNDC's investment activities will be expected to contribute towards these objectives.

Key Priorities for 2006/07-2007/08

3.1

To play our part in the delivery of the ten action areas, WNDC has three key priorities to kick-start the sustainable regeneration and growth of West Northamptonshire during this Corporate Plan period:

- Developing and implementing the Growth Delivery Plan
- Enabling high quality development through effective use of our planning powers
- Investing Growth Area Funding in West Northamptonshire

The Growth Delivery Plan

3.2

At the centre of WNDC's mission is:

- The delivery of new homes
- Achieving a step change in the rate at which these new homes are constructed
- Achieving quality in the built and natural environment
- Creating a robust mechanism to ensure the delivery of essential infrastructure to support the development of sustainable communities – for both existing and new residents

If WNDC is to achieve its objectives, a dynamic and systematic approach to this mission needs to be pursued. The Prospectus proposed the development of a Growth Delivery Plan, to be in place by March 2007. A Steering Group of local authorities and statutory agencies, chaired by WNDC, will drive the Growth Delivery Plan forward. The Steering Group will report progress to WNDC's Board.

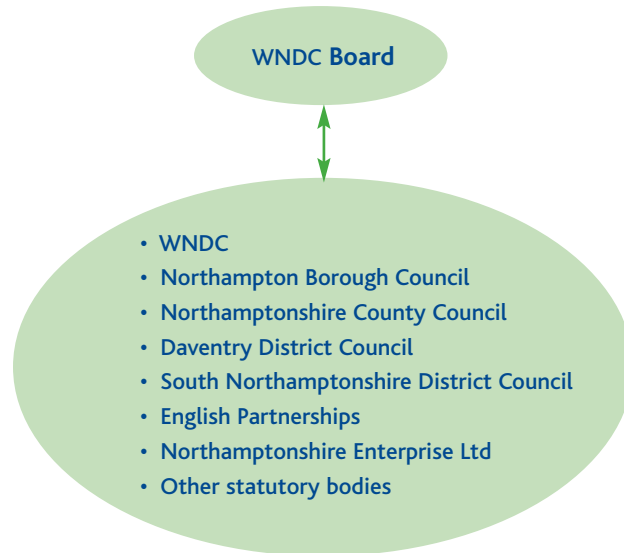


Figure 2: Growth Delivery Plan Steering Group

The Growth Delivery Plan will be a series of reports, programmes and projects. It will be pursued through two parallel, but interdependent tracks.

Track One: Strategic Interventions

3.2.1

The first track will address the long term up to 2021, and will seek to build up a clear picture of the location of growth, strategic infrastructure requirements and funding mechanisms. The end result will be a "spatial investment plan" which will set out the "where, what, how, when and how much" of growth delivery over the planning period. Its key components will be:

- Trajectory: identifying the location and phasing of the residential and commercial developments up to 2031 that underpin the need for revitalised and/or new infrastructure

- **Spatial:** locating and planning strategic infrastructure for communities – water supply and sewerage, utilities, flood risk management, transport, strategic health, education and employment and business locations, repositioning and regenerating the town centres
- **Programme:** identifying the type and scale of services (utilities, transport, education, health, business) required and when they are needed
- **Resources:** identifying infrastructure costs, when and where expenditure is needed, the income arising from section 106 tariffs and/or Planning Gain Supplement, how the cashflow will be managed, which organisation(s) will act as banker and ringmaster

3.2.1.1

Essential components of this longer term plan, which will be built up over time as new data emerges and circumstances change are:

- *Growth Options Study:* commissioned by the West Northamptonshire Local Development Document/Local Transport Plan Steering Group (members include Northamptonshire County Council, Northampton Borough Council, Daventry District Council, South Northamptonshire District Council and WNDC) to understand the scale and location of growth through to 2021, and the likely "direction of travel" through to 2031. This information underpins West Northamptonshire's long-term infrastructure requirements. The study is due to start in early summer 2006 and be completed by autumn 2006.
- *Infrastructure Study:* an initial study by EDAW has been commissioned by Northamptonshire County Council in partnership with WNDC, North Northants Together and the district authorities of Northamptonshire to better understand the county's infrastructure requirements and the contribution likely to arise from development value. This study commenced in October 2005 and is due for completion in summer 2006. A more comprehensive piece of work, informed by the results of the Growth Options Study, will follow in 2007.
- *Water Cycle Study:* EDAW's infrastructure work has identified a specific gap in the understanding of the long-term water supply and sewerage requirements for West Northamptonshire. Together with the Environment Agency, WNDC will commission a water cycle study in summer 2006. The study would be expected to end in early 2007.
- *Land Value Capture:* building on the initial work by EDAW, WNDC has commissioned John Walker, who advised the Milton Keynes Partnership Committee on the development of their tariff arrangement, to help develop a standard charge system which simplifies the process for extracting land value in the West Northamptonshire area to support the delivery of infrastructure. The initial commission is from April 2006 to March 2007. Further work is also underway to better understand the organisational issues associated with the banker and ringmaster roles and management of the infrastructure cashflow. The first stage of this work is expected to conclude towards the end of March 2007.

- *Housing Market Database*: a thorough understanding of West Northamptonshire's housing supply trajectory, its grounding in market expectations and the timing of enabling infrastructure provision will underpin all other aspects of the Spatial Investment Plan.

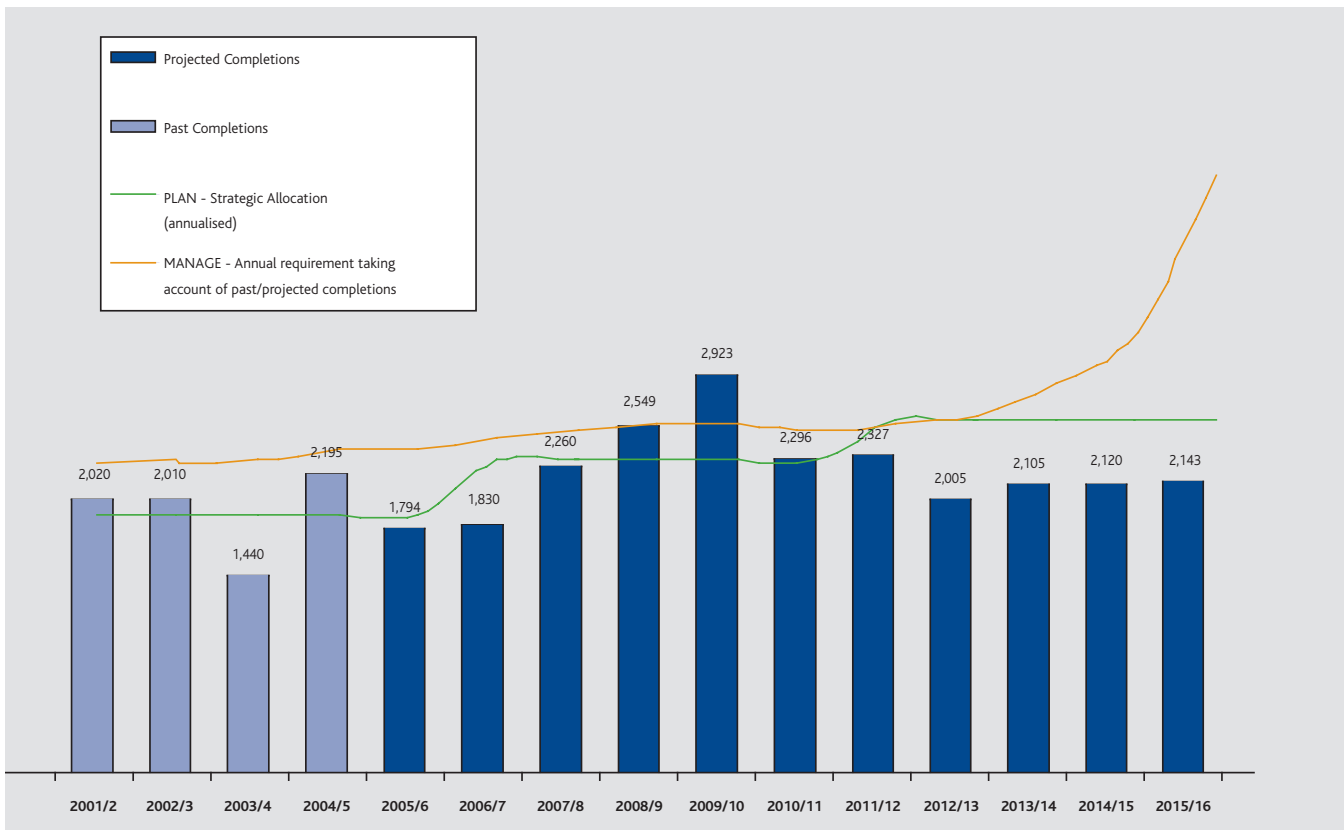


Figure 3: WN Housing Trajectory

3.2.1.2

To co-ordinate and drive action on the Spatial Investment Plan, WNDC will establish an Infrastructure and Service providers Group (ISP Group), which will report to the Growth Delivery Plan Steering Group. WNDC will chair the ISP Group. Invitations to sit on the Group will be sent to key service and infrastructure providers, relevant statutory bodies and local authorities.

Track Two: Development Locations

3.2.2

WNDC’s operational sphere can be broken down into ten separate areas:

- Northampton town centre
- Northampton built-up area
- Urban extensions within Northampton Urban Development Area
- Daventry town centre
- Daventry built-up area

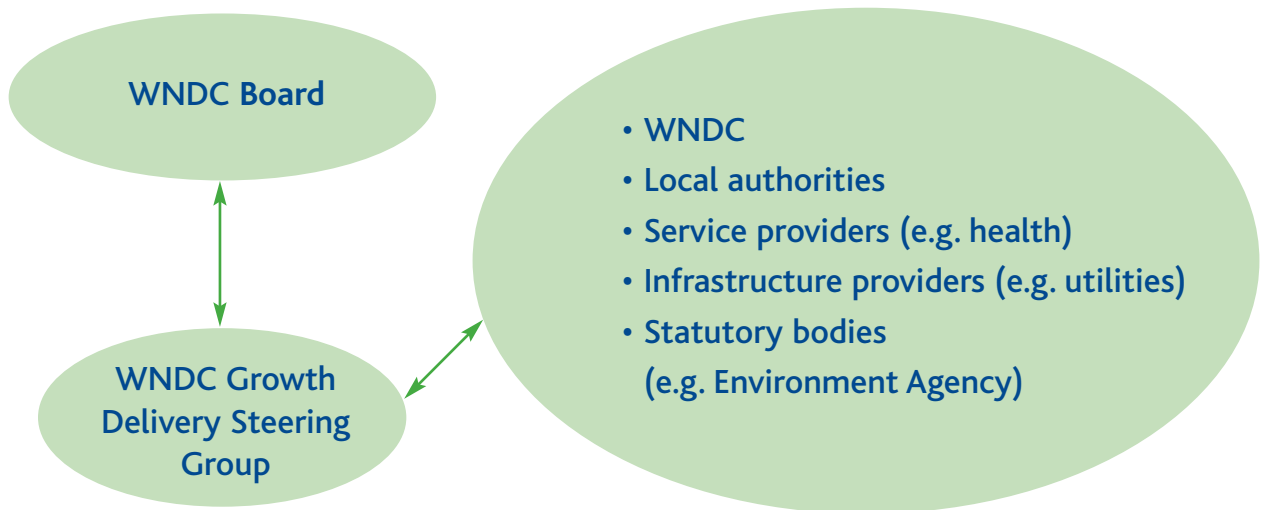


Figure 4: Growth Delivery Plan: Infrastructure Providers' Group

Delivering the first draft of the Spatial Investment Plan by December 2006 will be a Key Performance Indicator for WNDC during the first half of this Corporate Planning. Preparation of the plan will give rise to further key performance indicators for the second half.

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

- Urban extensions within Daventry Urban Development Area
- Towcester town centre
- Towcester built-up area
- Urban extensions within Towcester Urban Development Area
- Areas outside the West Northamptonshire Urban Development Area with the potential for economic and housing growth that would bring benefits to the residents of Northampton, Daventry or Towcester

Town centres are the hubs around which the prosperity of the three towns and the West Northamptonshire sub-region is built. WNDC will promote an urban renaissance, turning tired centres into vibrant locations with a range of housing, employment, shopping and leisure opportunities within a quality built and natural environment. Given their importance to West Northamptonshire as a whole, the town centres, and Northampton town centre in particular, will be an important focus for WNDC activity during this Corporate Plan period.

3.2.2.1

The built-up areas are the places in which the majority of the population of the three towns live and where WNDC will need to have a strong impact if it is to work for the benefit of existing as well as future residents. During this Corporate Plan period, WNDC and its partners will investigate how far the built-up areas can accommodate increased housing and employment growth, how this growth can assist in the regeneration of existing areas, and what infrastructure is required to support this.

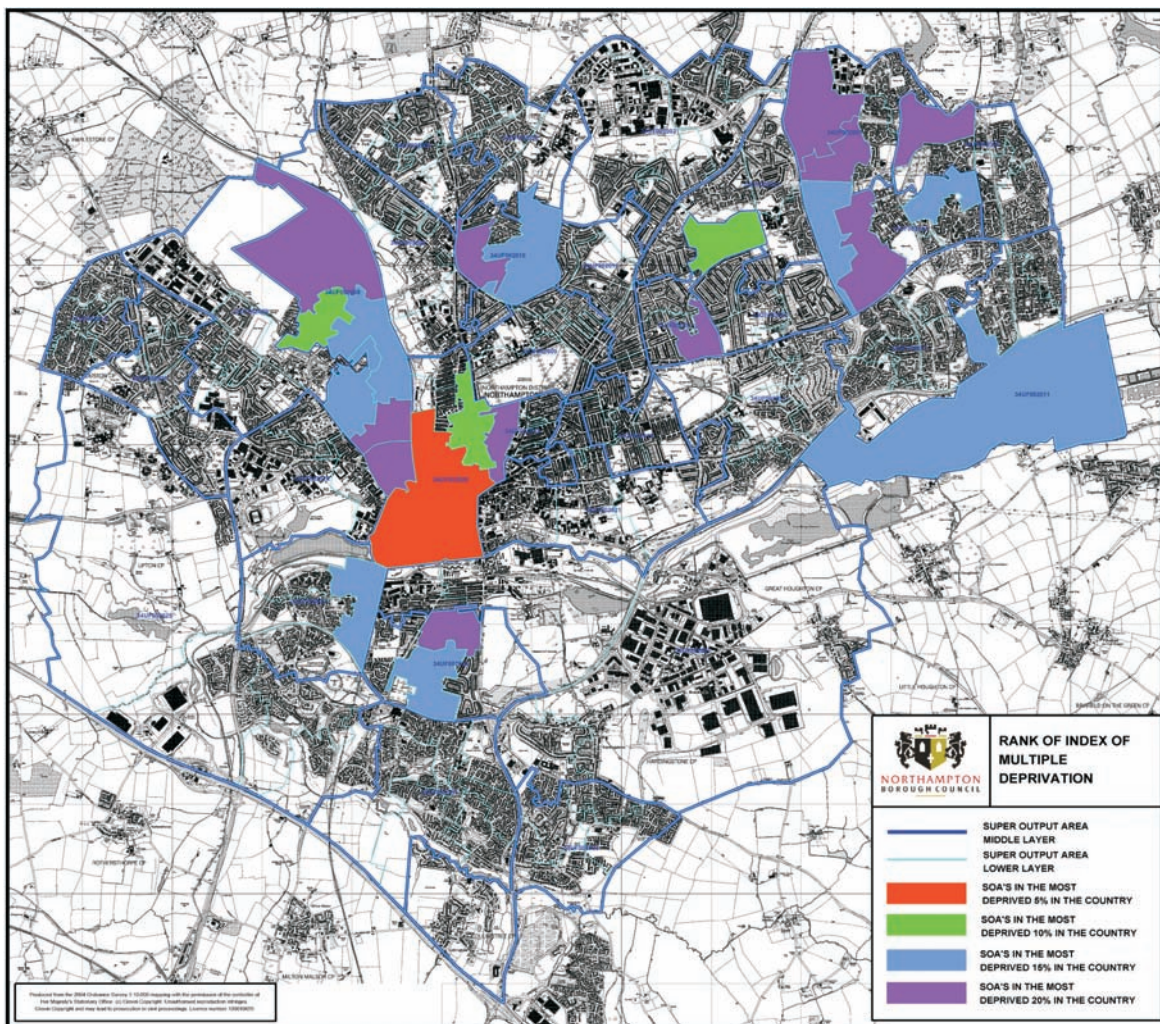


Figure 5: Areas in Northampton and Daventry that rank in the 20% most deprived in the country.

3.2.2.2

Urban extensions are required to accommodate the increased employment and housing growth, RSS8 acknowledges that after intensification of the built-up area sustainable urban extensions will be required. Where these extensions are located is for the local authority to identify in their Local Development Framework. To be sustainable, these extensions will require considerable infrastructure investment, both to make them “work” internally but also to maintain the wider sustainability of the towns themselves. During this Corporate Planning period, WNDC will focus on identifying infrastructure requirements and masterplanning potential developments to ensure they contribute to the sustainability of West Northamptonshire.

3.2.2.3

Alongside the urban extensions, RSS8 envisages that growth will occur outside the Urban Development Area. The local authorities will determine where this growth goes in their Local Development Frameworks. This work goes to the heart of WNDC’s mission. The location of growth will determine the location, nature and type of significant elements of West Northamptonshire’s future infrastructure requirements and needs to be factored in at the beginning of the process.

Projects

3.3

Within these ten areas, six specific development locations have been identified, within the context of the Growth Delivery Plan, as the focus for action during this Corporate Plan period. These are:

- Northampton town centre
- Northampton Brownfield initiative/ Waterside – Northampton built-up area
- South West District – Northampton urban extension
- Dallington/King’s Heath – Northampton urban extension
- Daventry UDA – encompassing Daventry town centre, built-up area and potential urban extensions
- Towcester UDA – encompassing Towcester’s town centre, built-up area and potential urban extensions

3.3.1

WNDC will instigate an audit of these locations and develop action plans for delivery. Finalising these delivery plans by December 2006 will be a key performance indicator for the first half of this Corporate Planning period. Action to deliver these plans will give rise to further key performance indicators for the second half.

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

A substantial amount of work to develop projects to deliver change in these locations has already been taken forward by WNDC and its partners. Taking these project proposals forward will be a priority for WNDC over this and future Corporate Planning periods.

Northampton town centre

3.3.1.1

In February 2006 Northampton Borough Council, with WNDC, the County Council and English Partnerships, commissioned a design, development and movement study for the central area of Northampton. The objective of this study is to bring forward an exemplar masterplan to guide investment in the town centre until 2021. The study is due for completion in the summer of 2006. The interim report submitted in April 2006, identified work on improving the public realm (paving, street furniture, street lights, trees, etc) as the number one priority to demonstrate the public sector's commitment to the town to potential private sector investors. The public realm will therefore be a key priority for WNDC and the subject of GAF2 investment (as set out later in this document). Other potential town centre projects include:

- *Castle Station* and environs – The current railway facility at Castle Station does not provide a modern gateway to Northampton. During 2005/06 WNDC has been working with public and private sector partners to assess the potential for transforming the site to create a new and exciting transportation hub and business location. During this Corporate Planning

period, WNDC will be working with partners to develop a business case and development principles, sufficient to introduce the project to potential development partners with reasonable confidence it can be delivered.

- *Freeschool Street* – Strategically located between the existing town centre and the railway station, this site offers the opportunity to develop a mixed-use scheme of quality and transformational importance. Northampton Borough Council have recently undertaken a masterplan of Freeschool Street and adopted it as a Supplementary Planning Document. During this Corporate Planning period WNDC will engage with the Borough Council and other landowners to help unlock delivery.
- *Blueberry Diner* and related car park sites – Located immediately below the impressive, and soon to be reopened, Royal & Derngate theatre complex, this site has the potential to form the hub of a cultural quarter of the town. During this Corporate Plan period WNDC will seek to work with the landowner, Northampton Borough Council, and with other interested public sector organisations, including the Theatre, with a view to preparing a development brief.
- *St Johns/Angel Street* – An underutilised site between the town centre and the River Nene. During the Corporate Plan period, WNDC will work with Northamptonshire County Council and other partners to identify the development potential of the area and prepare a development brief.



- *Grosvenor Centre/Greyfriars* – Discussions on the modernisation and possible extension of the Grosvenor Shopping Centre to replace the Greyfriars Bus Station have been ongoing for a number of years. During the Corporate Plan period WNDC will continue working with Northampton Borough Council, Northamptonshire County Council and Legal & General to bring forward proposals that support the harmonious development of the whole town centre.
- *Northampton General Hospital* redevelopment – The hospital site has already been identified for refurbishment and renewal. During the Corporate Plan period WNDC will seek to identify with the Hospital and the Primary Care Trust how the redevelopment can support the wider development plans for Northampton.
- *Neighbourhood Renewal* Projects – Northampton has secured over £3.5 million in Neighbourhood Element and Cleaner, Safer, Greener funding for neighbourhood renewal. The money will be used to improve services and public spaces in Spring Boroughs and neighbouring areas close to the centre of Northampton. WNDC will work with local authority partners and local people to identify any opportunities to use GAF2 funding to increase the impact of this investment.

Northampton Brownfield Initiative/ Waterside

3.3.1.2

The Brownfield Initiative is a joint programme between English Partnerships, the Borough Council, WNDC and the County Council. Its aim is to redevelop three linked brownfield sites in the Nene Valley near to Northampton town centre. The initial programme included land remediation works at Harvey Reeves Road and Sixfields, to provide environmental improvements to the landfill wastes buried on the two sites, and construction of the Southern Development Link Road to connect Upton Way with Harvey Reeves Road and Ross Road to provide relief to Weedon Road and improved access to new and existing industrial and employment sites. Other projects within the programme include:

- *Ransome Road* – This brownfield scheme has the potential to transform unattractive land and link it to the town centre. Together with Nunn Mills this site has the opportunity to become a quality new neighbourhood on the edge of the town centre. During this Corporate Plan period WNDC, in partnership with English Partnerships, will invest GAF2 funds in the adjoining gateway areas that will enable the full residential capacity of the site to be realised.
- *Northampton Waterside/Nunn Mills/Avon* – Northampton Borough Council and partners have conducted a study of the development potential of the underutilised waterside area, its commercial potential and linkages with the town centre. During the Corporate Plan period, WNDC will be working with the Borough Council and English Partnerships to identify priorities for the development of these sites.

South West District

3.3.1.3

The South West district of Northampton is identified in the existing Local Plan for residential and commercial development. Development is already underway at Swan Valley, St. Crispin's, Upton and Princess Marina. Already identified infrastructure requirements include:

- *Strategic Flood Mitigation* – Strategic flood mitigation is a vital element for both the development of the South West district and the future growth of Northampton. An initial phase of works has been delivered through the existing Brownfield Initiative. During this Corporate Plan period, WNDC will invest GAF2 in the second phase of flood mitigation measures, and work with English Partnerships to secure, compulsorily if necessary, the land required for the third phase.
- *Cross Valley Link Road (CVLR)* – Northamptonshire County Council and English Partnerships have secured £10m worth of funding from the Government's Community Infrastructure Fund to support the delivery of the CVLR. This road will support the delivery of over 5,000 new homes in the South West district. Plans for the road will be considered by WNDC as the local planning authority.

Dallington/King's Heath

3.3.1.4

This site is identified in the existing Local Plan for mixed use development delivering around 3,000 new homes. During the Corporate Plan period, WNDC will investigate how the site could be developed in the most sustainable way, in particular to support the regeneration of King's Heath.

Northamptonshire County Council have secured £10m worth of funding from the Government's Community Infrastructure Fund (CIF) to make improvements to transport links in the North West district of Northampton (*Sandy Lane Relief Road and Improvements*). Plans for these works will be considered by WNDC as the local planning authority.

Daventry UDA

3.3.1.5

The rejuvenation of Daventry town centre for retail, commercial and residential purposes is the central plank of the *Daventry Town Centre Vision*. Daventry District Council have already identified a number of sites within Daventry town centre for retail, commercial and mixed-use developments. During this Corporate Plan period WNDC will invest GAF2 resources into Phase 1 of the scheme. Other opportunities include:

- *Northern Edge of Town Centre* – Daventry District Council's Town Centre Vision identifies the opportunity to develop a new college campus and community facilities on the town's northern edge. During this Corporate Plan period WNDC will work with the Council and other partners to develop priorities for this proposal.

- *The Marches* – The existing industrial area to the south east of Daventry town centre presents opportunities for regeneration and intensification. During this Corporate Plan period, WNDC will be working with Daventry District Council to identify priorities for this area.

Towcester UDA

3.3.1.6

The rejuvenation of Towcester's town centre is an identified priority for South Northamptonshire District Council. Moat Lane, running parallel to Towcester's historic Watling Street, with a riverside location and a heritage site in Bury Mount, provides an excellent opportunity to improve the town's overall retail, leisure and employment offer. During this Corporate Plan period, WNDC will continue to work with the District Council to develop and invest GAF2 in a project that maximises the potential in this site. Additionally, WNDC will work with the Council to:

- Identify development opportunities within the built-up area, such as at the *ex-Plessey* site identified in South Northamptonshire Council's urban capacity study
- Identify priorities for the potential development of land within the Urban Development Area south of Towcester, and for a *potential bypass to the A5* which currently runs through the High Street, and the impact these would have on the town centre

3.3.1.7

To drive forward delivery, WNDC will establish Project Boards – or work with existing project boards, for each location. The Boards will be chaired by WNDC or one of its key partners, such as the local authority. Other members will include delivery partners, such as English Partnerships and the County Council, and could include the private sector.

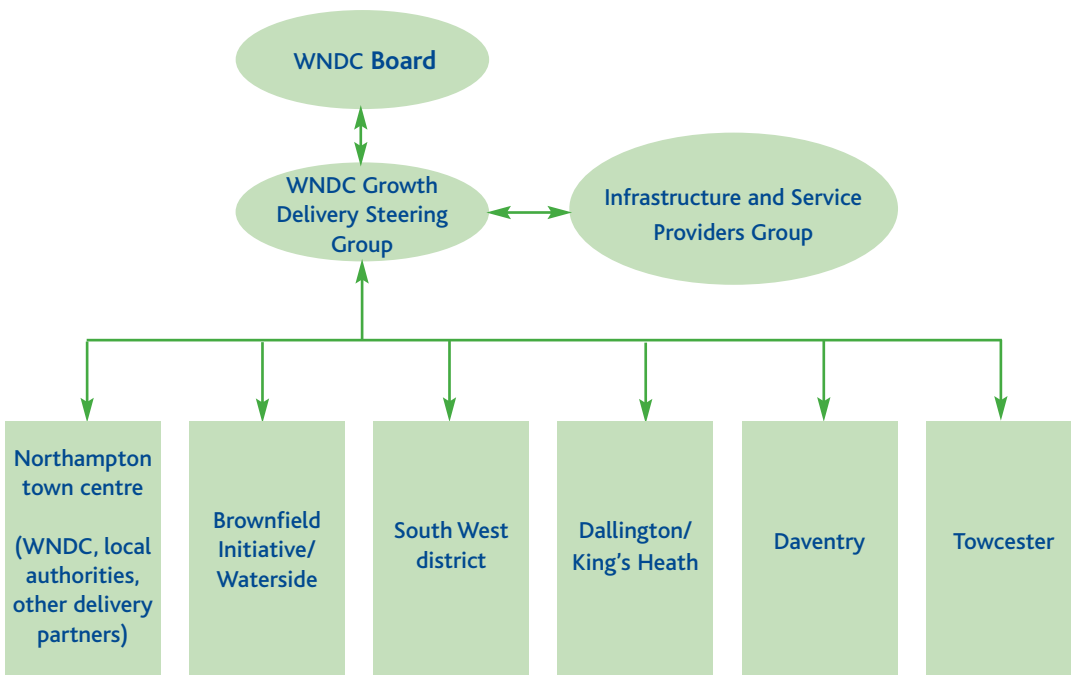


Figure 6: Growth Delivery Plan: Development Location Project Boards



Development Control Powers

3.4

DCLG transferred development control powers for “strategic” planning applications from the relevant local authorities to WNDC on 6 April 2006, along with sixty undetermined applications, some of which had been lodged a number of years previously. The Government held a public consultation⁷ 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 consultation between December 2005 and January 2006, it concluded that, with the exception of householder development listed buildings, advertisements and telecommunications proposals, WNDC should have responsibility for all planning applications.

3.4.1

Reducing the level of undetermined planning applications is a key performance indicator for WNDC and, by the end of the Corporate Plan period we aim to have reduced the number by 60%.

KPI3 By the end of the Corporate Plan period to reduce the number of undetermined planning applications by 60%

⁷ ODPM (April 2005) West Northamptonshire Development Corporation

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 ² floorspace; or 1Ha site area, whichever is the smaller
B1;OFFICE, R&D, LIGHT INDUSTRY	All applications	2500m ² floorspace; or 1Ha site area, whichever is the smaller
B2, B8 GENERAL INDUSTRY, DISTRIBUTION	All applications	2500m ² floorspace; or 1Ha site area, whichever is the smaller
RETAIL (CLASS A1, A3 – A5)	All applications	2500m ² floorspace
RETAIL (CLASS A2)	All applications	NONE
LEISURE, ATTRACTIONS & RECREATIONAL FACILITIES (CLASS D2)	All applications	1000m ² floorspace; or 1Ha site area, whichever is the smaller
EDUCATION, COMMUNITY USES (CLASS C2, D1)	All applications	1000m ²
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 of any of the above types
CAR PARKS	All applications	50 spaces+
PLAYING FIELDS	All applications playing field in previous 5 years)	1Ha (loss or prejudice if used as
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

Raising the quality of developments

3.4.1.1

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 (see Figure 7 below). During this Corporate Plan period, WNDC will prepare a "standard" for planning setting out in more detail what will be expected in order to demonstrate that developments meet the new quality threshold, using site specific "concept statements" where appropriate. The manifesto will aim to provide clarity for both developers and the community.

Planning Committees

3.4.1.2

WNDC will set up planning committees for each of its three areas to decide applications. Subject to obtaining approval from the Secretary of State, these committees will include representatives from the relevant local authority. Development control powers will enable WNDC to interpret national, regional and local policy aspirations to deliver sustainable growth in line with the Local Development Frameworks of the local authorities and to meet the regeneration objectives for West Northamptonshire set out in WNDC's regeneration framework. Through its role as the Development Control authority, WNDC will also be able to secure and manage contributions from developers to help deliver strategic and local infrastructure.

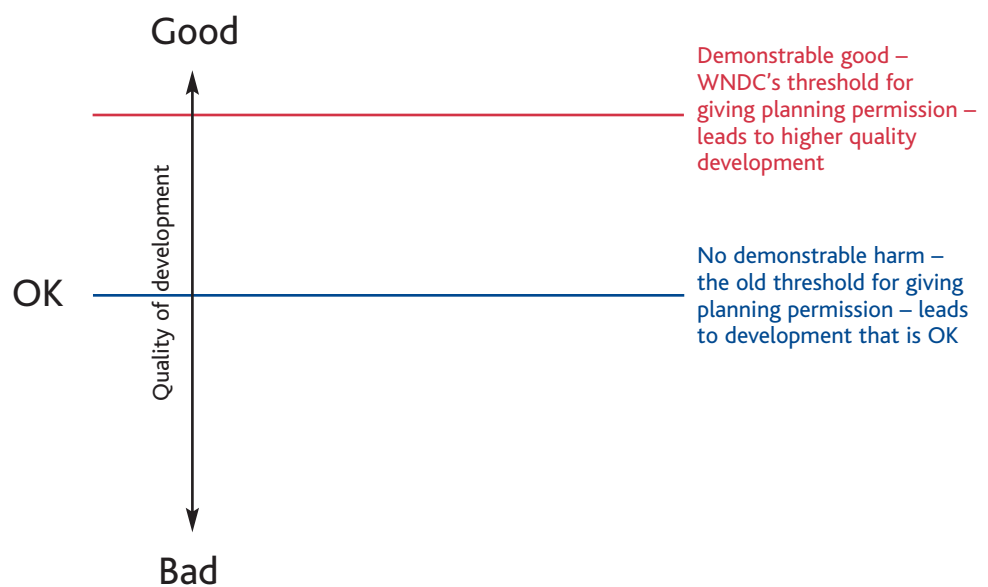


Figure 7: Following PPS1, planning moves from a system based on giving permission where a development delivers no significant demonstrable harm, to one where permission is only given if a development delivers demonstrable good⁸

⁸ Based on a diagram provided to WNDC's Board by The Planning Co-operative

Handling Planning Applications

3.4.1.3

Strategic planning applications will be determined by WND. In order to take advantage of local knowledge and skills whilst avoiding the duplication of expensive administrative and professional planning services already provided within the existing planning departments, WND will seek to work closely with the Local Councils to deliver its planning service. Service level agreements will be put in place with local authorities, where this would enable WND to deliver an efficient and effective planning service. As a measure of our efficiency, we will monitor our speed in determining planning applications as a key performance indicator. During this Corporate Plan period we intend to improve the level of performance and deal with at least 67% of "minor" and "other" applications within eight weeks of receipt, and at least 60% of new "major" applications within thirteen weeks of receipt. We will also aim to reduce the number of undetermined strategic planning applications by 60%. These targets will inform the performance and monitoring arrangements within our service level agreements with the local authorities. In future Corporate Plan periods, once the new system has bedded in and we have dealt with the sixty undetermined planning applications we originally inherited from local authorities we will review these targets.

KPI4 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%

KPI5 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%

Local Development Frameworks

3.4.1.4

Local Development Frameworks (LDFs) are a requirement of the Planning and Compulsory Purchase Act 2004. They are a suite of Local Development Documents (LDDs⁹, which make up the statutory framework for decisions on the location of future development. By providing a spatial context for growth in their areas, LDFs are essential to the delivery of the infrastructure required to ensure sustainable communities. LDFs have to identify sites to provide at least a five year supply of land for housing together with an indication of likely land requirements to meet housing demand through to 2021. Regional Spatial Strategies are also required to give consideration to further land requirements for housing through to 2031.

3.4.1.5

In West Northamptonshire, it is the responsibility of the three local councils (Northampton, Daventry and South Northamptonshire) to prepare LDFs. However, given the importance of accurate and robust LDFs to the delivery of infrastructure, WND will seek to work closely with all three Councils, and the County Council, to support the development of these documents in order that they provide a sound and effective framework for determining planning applications and supporting investment decisions.

⁹ LDDs include a Local Development Strategy setting out how and when the LDDs will be produced, a Core Strategy, any Area Action Plans deemed appropriate, and a Statement of Community Involvement.

Investing Growth Area Funding

3.5

WNDC is funded by grant-in-aid from the second round of DCLG's Growth Area Fund (GAF2). For 2006/07 DCLG have allocated £10m of capital funding. For 2007/08 our allocation is £15m capital. Funding for future years is dependent on the outcome of future Government spending reviews, but our expectation is that a third round of GAF (GAF3) will roll forward our £15m per year funding.

3.5.1

Investing GAF2 funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire is a key performance indicator for WNDC. We aim to ensure all £25m is invested during this Corporate Planning period, and be prepared to invest any further sums that may become available from Government at short notice. Preparation for GAF3 is another key performance indicator and we will aim to have at least £30m worth of projects appraised and approved by August 2007.

3.5.2

GAF funding will be allocated according to the principles of propriety and value for money set out in WNDC's Programme Management Manual including, where appropriate, a full Green Book Appraisal. Projects eligible for GAF funding may originate from one of three sources:

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

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

KPI7 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.

KPI8 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.

3.5.3

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

3.5.4

Funding will be invested in activity that supports delivery in the ten action areas identified in the Prospectus. However, GAF money alone will clearly not be sufficient to deliver all West Northamptonshire's sustainable regeneration and growth requirements. This requires substantial resources created by development and attracted from the private sector and Government departments.

3.5.5

The DCLG capital money is therefore primarily "seedcorn" which WNDC will use to provide the key infrastructure that unlocks the development potential of land – thereby attracting larger sums for delivering sustainable projects – making the WNDC area more attractive for private sector

investors, and ensuring that public sector investment matches the increased needs of a growing population.

3.5.6

To focus the activity of WNDC, and its partners, the Growth Area Funding has been allocated to four separate programmes that support the objectives of Growth Delivery Plan:

- *Programme 1: Northampton (£15.0m between April 2006-March 2008)* – a geographically based programme that will support the delivery of investment in strategic infrastructure for the town, and activity that supports delivery of the town's four development locations: (Northampton town centre, Northampton Brownfield Initiative/Waterside, South West district and Dallington/King's Heath). Subject to Treasury approval, £10.8m has been committed to Phase 4 of the Northampton Brownfield Initiative. This will deliver strategic flood mitigation works for Northampton as a whole, and improve the quality of development within the Brownfield Initiative/Waterside location. A further £4.2m has been earmarked for improvements to the public realm in Northampton town centre.
- *Programme 2: Daventry (£6.7m)* – this programme aims to help bring forward delivery of the Daventry Town Centre Vision. The sum of £6.7m has been earmarked for delivering Phase One of the scheme that opens up significant retail and commercial opportunities for the town.

- *Programme 3: Towcester (£1.7m)* – this programme aims to help turn Towcester town centre into a more attractive destination for residents and visitors. The sum of £1.7m has been earmarked for developments at Moat Lane.
- *Programme 4: Flagship Projects (£1.6m)* – The baseline evidence prepared for the Prospectus indicates that while West Northamptonshire is perceived as a relatively well-off area, its regional, national and international identity is not clearly defined and a number of existing communities are not fully benefiting from this wealth. Accordingly this programme is targeted at activity that increases the perception of West Northamptonshire as world class, and/or delivers a step change in the quality of the built and/or natural environment, or the level of community cohesion.



Outputs from Investment

3.5.1.1

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

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

3.5.1.2

Given the time lags on physical projects between intervention and results, outputs are likely to start very slowly and then ramp up as investment creates a more attractive environment for further investment. Left to the market, these changes may never come forward, or would come forward very slowly. WNDC's investment will be used to overcome the market failures that prevent development coming forward or prevents it coming forward at a rate that enables planned infrastructure improvements to ensure sustainability. We therefore forecast the outputs below to be generated through the GAF funding we receive during this Corporate Plan period¹⁰. These outputs will be key indicators of WNDC's investment performance:

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

¹⁰ These outputs will be realised after the current Corporate Plan period.



Other Activities

4.1

In addition to the key priorities, the Prospectus identified a number of other activities in the WNDC “toolbox” to support delivery. This section sets out in more detail how we intend using these tools during the Corporate Planning period to support the sustainable growth and regeneration of West Northamptonshire.

Using land assembly, compulsory purchase and other powers

4.1.2

WNDC’s powers are set out in section 136 of the Local Government, Planning and Land Act 1980. They enable WNDC to secure the regeneration of its area particularly by:

- Bringing land and buildings into effective use
- Encouraging the development of existing and new industry and commerce
- Creating an attractive environment
- Ensuring that housing and social facilities are available to encourage people to live and work in the area

4.1.3

To bring land and buildings into effective use, WNDC will work with partners, using GAF2 funding where appropriate, to assemble sites, by agreement or through compulsory purchase¹¹, enable the provision of infrastructure and utility provision that makes development sustainable, and attracting private and public sector investment.

¹¹ Appendix D of ODPM Circular 06/2004, Compulsory Purchase and the Crichel Down rules, sets out guidance on the use of WNDC compulsory purchase powers.

4.1.4

To encourage the development of existing and new industry and commerce, and create an attractive environment for investment, WNDC will seek to work closely with Northamptonshire Enterprise Ltd, the new economic body for Northamptonshire to be formed in 2006 following the merger of Northamptonshire Partnership, Invest Northamptonshire, Explore Northamptonshire and the economic development arm of Northamptonshire County Council.

4.1.5

To create an attractive natural and built environment that encourages people to live and work in the area we will seek to work with the Building Research Establishment (BRE), the Commission for Architecture and the Built Environment, Environment Agency, English Nature, English Heritage and other partners. During this Corporate Planning period we will prepare a “standard” for planning setting out in more detail what will be expected in order to demonstrate that developments meet the quality standards expected by WNDC. Concept statements for individual sites will be used where appropriate. To create an attractive environment for personal development, we will seek to work closely with the local authorities, the University of Northampton and other Higher and Further education institutions in West Northamptonshire to support opportunities for promoting training and development activity. In particular, WNDC will expect developers to demonstrate that their activity is helping to improve the capacity of the local supply chain.

4.1.6

To ensure that housing and social facilities are available to encourage people to live and work in West Northamptonshire, WNDC will work with local authorities, housing associations, the health sector and other partners to develop a better understanding of:

- the housing market needs of the area, especially for affordable and key worker housing, and how they can be met.
- existing and future infrastructure needs and how best they can be provided.

Using and sharing with partners the dedicated resource of the expert team at WNDC;

The Board

4.1.1.1

WNDC's Board brings together a wealth of experience and knowledge of all aspects of regeneration and development. In particular:

- Environmental Management
- Local Government
- Education
- Health
- Transport
- Planning
- Finance
- Architecture
- Property Development
- Landscape Architecture

4.1.1.2

These skills will help ensure WNDC's objectives and actions remain focused on the delivery of sustainable communities. WNDC Board members will also work with local, regional and national partners and stakeholders to promote regeneration and growth in West Northamptonshire.

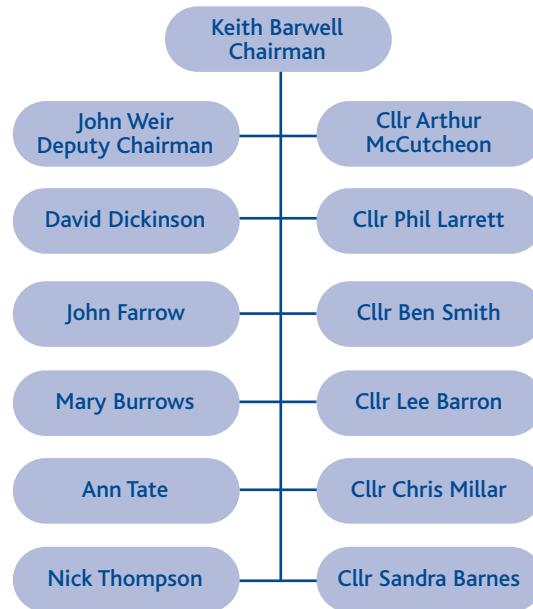


Figure 8: WNDC Board

Staff

4.1.1.3

To enable delivery, WNDC has a small core staff headed by Chief Executive, Mike Hayes, which brings together expertise and experience from:

- Urban Planning
- Projects and Delivery
- Central Government
- Local Government
- Financial Management

4.1.1.4

This core is supplemented by contract staff, managers for individual projects and expert consultancy advice as required. WNDC officers also work closely with all key stakeholders who form part of a wider West Northamptonshire team.

Making resources available to partner organisations to build capacity;

4.1.1.5

As WNDC relies on partner organisations for delivery, their knowledge, skills and capacity will be critical success factors. WNDC intends to support the development of staff within partner organisations in a number of ways:

- By making the expertise of all WNDC Board members and staff available to partner organisations;
- By acting as a central point for skills which these organisations require but have difficulty funding or attracting suitable staff. The urban designer to be hired by WNDC, for example, will be a shared resource with our local authority partners.
- By providing a structured training and development programme. This will develop skills in areas such as programme management, project appraisal, project management, risk management, plan-making, development control, communications, design and quality, through visits, courses, presentations, seminars and discussions.

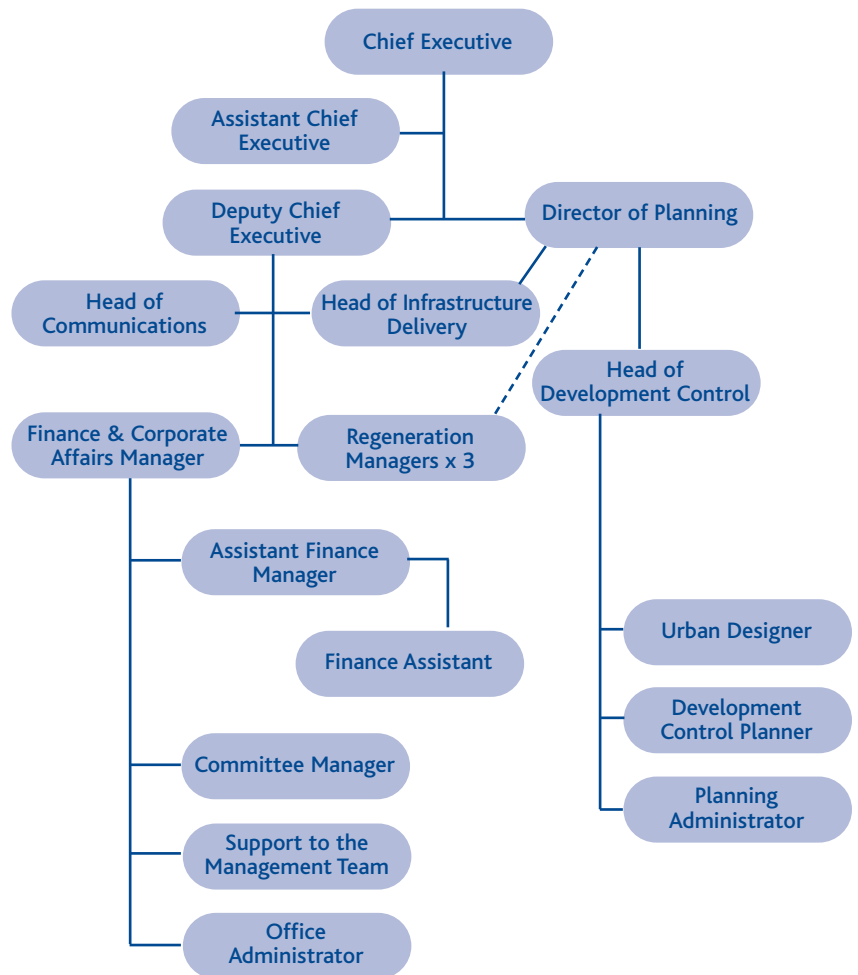


Figure 9: WNDC Staffing Structure 2006/07

Influencing local, regional and national policy as one of only three Urban Development Corporations in the UK;

4.1.7

West Northamptonshire receives billions of pounds in mainstream central and regional Government funding for services such as healthcare, education and policing. WNDC will use its influence as a statutory body to lobby Ministers, Government

Departments and regional bodies to deliver increased resources for these services in tandem with the increased growth. In his pre-budget report, the Chancellor announced a cross-cutting review of Departmental spending and growth to inform decisions in the Comprehensive Spending Review 2007. WNDC will work with DCLG and other Government Departments in preparing for this review, and making the case for West Northamptonshire.

Corporate Governance Arrangements

The Board

5.1

WNDC is a non-departmental public body (NDPB) sponsored by the DCLG. The Chairman, Deputy Chair and Board were appointed by the Deputy Prime Minister. All appointments were 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. These appointments were also made on merit following a competitive process, in line with the Code of Practice issued by the Commissioner for Public Appointments.

Accounting Officer

5.2

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

Audit

5.3

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

5.4

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

Risk Management

5.5

WNDC has prepared a Risk Strategy that has been approved by the Audit and Risk Committee. This strategy has been audited by DCLG Internal Audit and with minor drafting amendments, has been accepted as appropriate to WNDC. The strategy identifies the requirement for a Risk Group. The Chief Executive Officer chairs the Risk Group of

WNDC officers comprising the Deputy Chief Executive, Director of Planning, 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 DCLG Internal Audit as part of their audits of WNDC Corporate Governance. WNDC is following the guidelines for risk management as laid down within the relevant HM Treasury document, the Orange Book. A review of the Risk Register and Matrix is a standing agenda item for the meetings of the WNDC Audit and Risk Committee.

Summary Revenue Funding

5.6

DCLG have indicated that WNDC will have a revenue budget of £2.063m in 2006/07 and £2.0m in 2007/08. A further £0.187m in 2006/07 and £0.212m in 2007/08 is forecast to arise from the recharge of staff costs to capital projects. A summary of forecast expenditure is provided below:

	2006/07 £k	2007/08 £k
Net employee and associated costs	1427	1468
Consultancy, legal and audit	423	343
Communications & conferences	93	103
IT	75	66
Office	189	232
Contingency	43	0
Sub-Total	2250	2212
Less: recharge of capital costs	(187)	(212)
Total	2063	2000

5.7

As a measure of WNDC's internal efficiency, we will monitor our overall revenue spend against forecast. Our target is for actual spend to be within 2% of forecast.

KEI1 Actual spend on administration costs to be within 2% of forecast

Community Communications Strategy

5.8

WNDC is committed to effective and open communication with all sections of the community. We are the first Urban Development Corporation to hold our Board meetings in public. On 6 March 2006, we completed a twelve week consultation on our Prospectus, receiving 80 responses from members of the public, businesses, public sector organisations and the voluntary and community sector. As part of the consultation we held four public meetings, at Daventry, Northampton, Towcester and Long Buckby, which were attended by over three hundred and fifty members of the public. The Prospectus was formally adopted as WNDC policy in May 2006.

5.9

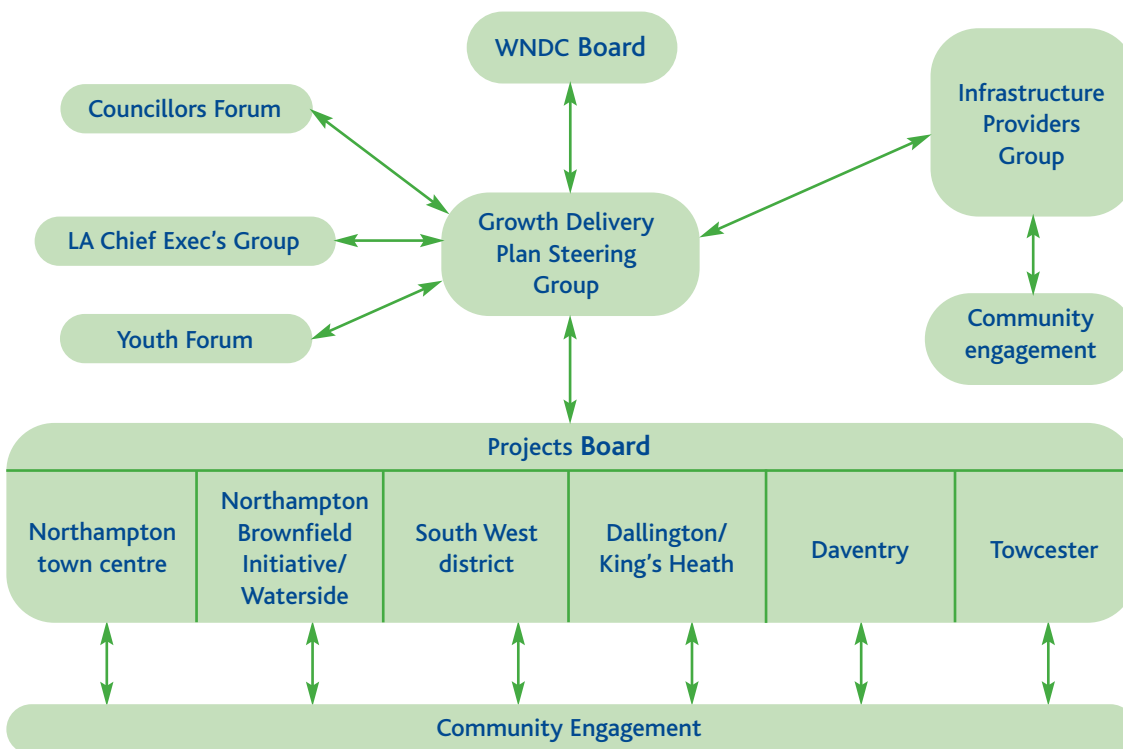
As we move forward, WNDC will ensure the communities of West Northamptonshire are kept informed of developments, and given every opportunity to have their say. Consultation over planning applications will be conducted in accordance with statutory guidelines and best practice. Additionally, the Growth Delivery Plan delivery structure recognises the need for effective engagement with communities. Consequently, the development location project boards will be expected to report progress to local communities on a regular basis, and a specific group will be established to engage with young people. In recognition

of the democratic nature of local authorities, WNDC also proposes a regular briefing on growth delivery issues with both local authority Chief Executives and Councillors.

5.10

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

KEI2 To respond to at least 95% of correspondence within 15 days of receipt.



Summary of Performance Indicators

6.1

In this Corporate Plan WNDP has set out a series of performance indicators for the period up to 31 March 2008. These measure

performance against delivery, investment and internal efficiency. WNDP will report progress against these targets in our Annual Report.

Key Performance Indicators

KPI1 By December 2006 to have prepared the first draft of the Strategic Investment Plan¹²

KPI2 By December 2006 have prepared action plans for delivery for the six identified key development locations¹³

KPI3 By the end of the Corporate Planning period to reduce the number of undetermined planning applications by 60%

KPI4 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%

KPI5 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%

KPI6 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.

KPI7 By the end of March 2008 to have invested all £15m worth of Growth Area Funding into projects that support the delivery of sustainable regeneration and growth in West Northamptonshire.

KPI8 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.

¹² Upon completion, this KPI will be replaced by further indicators on delivery of the Strategic Investment Plan.

¹³ Upon completion, this KPI will be replaced by further indicators on delivery of the key development locations.

Key Investment Indicators

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

Key Efficiency Indicators

KEI1 Actual spend on administration costs to be within 2% of forecast

KEI2 To respond to correspondence within 15 days of receipt

Glossary of Terms

Term	Detail
CABE	Commission for the Built Environment
CVLR	Cross Valley Link Road
DCLG	Dept Communities & Local Government
DDC	Daventry District Council
EDAW	Planning Consultants
GAF	Growth Area Funding
ISP	Infrastructure Service Providers Group
KII	Key Investment Indicators
KPI	Key Performance Indicator
LDD	Local Development Documents – A suite of documents produced by the local authority which make up the statutory framework for decisions on the location of future developments
LDF	Local Development Framework – A requirement of the Planning and Compulsory Purchase Act 2004 leading to Local Development Documents
MKSM	Milton Keynes South Midlands ¹ – Northamptonshire is the largest part of the Milton Keynes and South Midlands (MKSM) growth area, one of the four growth areas in the greater south east identified by the government in the Sustainable Communities Plan in February 2003
NAO	National Audit Office
NBC	Northampton Borough Council
NCC	Northampton County Council
NDPB	Non Departmental Public Body
NEL	Northamptonshire Enterprise Ltd
ODPM	Office of Deputy Prime Minister (Superseded by DCLG)
PPS	Planning Policy Statement – Statements that contain policies on land use and other matters
PSA	Public Service Agreement – Delivering improvements in Public Services – PSAs are a clear commitment to the public on what they can expect for their money and each agreement sets out explicitly which minister is accountable for delivery of targets underpinning that commitment
RSS8	Regional Spatial Strategy for the East Midlands
SLA	Service Level Agreement – A definition of services carried out by partners on WNDC's behalf
SNC	South Northants District Council
SCP	Sustainable Communities Plan – A document produced by Dept Communities & Local Government to deliver sustainable growth and regeneration
UDA	Urban Development Area
UDC	Urban Development Corporation
WNDC	West Northamptonshire Development Corporation

This document is available on request in other languages and a format for the visually impaired.

