



WNDC

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WEST NORTHAMPTONSHIRE
DEVELOPMENT CORPORATION

Business Plan

WNDC 2009/10



BREAKING NEW GROUND

Published: **July 2009**

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Breaking New Ground

WNDC 2009/10 Business Plan

Foreword

Established in December 2004, West Northamptonshire Development Corporation (WNDC) works with local partners to deliver strategic projects that enable the growth and regeneration of Northampton, Daventry and Towcester.

As part of the UK's largest growth area, few places in the country are set to change at the speed and scale of these towns. Using our powers and funding from Central Government, WNDC acts as a 'one-stop-shop' to bring new homes, jobs and investment to the area, ensure new development is of the highest quality and is supported by the appropriate physical, social and economic infrastructure.

In our early years we built our capacity to deliver. During 2008/09 we moved into full delivery mode, determining a number of significant planning applications and completing several key infrastructure projects. As economic conditions become more challenging in 2009/10, we believe we are well positioned to help shield West Northamptonshire from the worst effects of the recession. This will require an increasingly entrepreneurial approach to our work, pioneering new working practices and thinking about development in a different way.

I am pleased to say that innovative thinking is now positioned at the heart of our organisation. In this Business Plan we recognise where we have pushed the boundaries during the last twelve months, and look forward to a ground-breaking twelve months through to the end of March 2010.

On a personal level, it has been an honour for me to lead WNDC since September 2008. I am extremely grateful to have had the opportunity to work with my predecessor, Mike Hayes, whose lifetime of public service was recognised by a CBE in the 2008 Queen's Birthday Honours List, and our former Chairman Keith Barwell, who was awarded an OBE in the 2009 New Year's Honours List. I believe that under our experienced new Chief Executive, Peter Mawson, and a new Chairman, John Markham OBE, WNDC is extremely well positioned to continue finding new and innovative ways of delivering for West Northamptonshire.



Roger Mendonca

Acting Chief Executive



WNDC Vision...

“Northampton will be transformed into a prosperous and dynamic regional city, with a growing knowledge economy. Daventry and Towcester will become distinctive market towns. West Northamptonshire will be better connected to regional, national and international markets, capitalising on its position at the centre of England.”

iCon Development, Daventry

1. Introduction

WNDC is working towards a bold and ambitious vision for West Northamptonshire, which will see Northampton grow into a thriving, regionally significant city of 300,000 people, with Daventry and Towcester becoming distinctive, sustainable market towns of 40,000 and 14,000 people respectively. WNDC's role in making this vision a reality is to enable physical change through the delivery of key transformational projects that will achieve:

- Sustainable development
- The provision of supporting infrastructure
- Higher standards of design and environmental quality
- The integration of new and existing communities

This is WNDC's second Business Plan in the 2008-2011 Corporate Planning cycle. Last year was challenging as the UK entered recession and the outputs originally proposed in the Corporate Plan were revised downwards in the 2008/09 Business Plan. Nevertheless we still managed to drive the

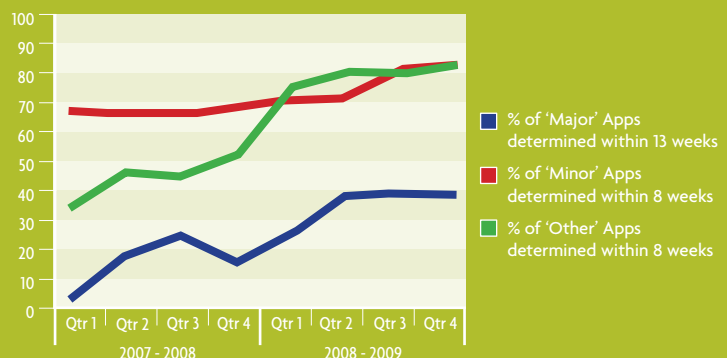
growth and revitalisation of Northampton, Daventry and Towcester and deliver significant benefits for the area. A full record of achievements against the revised Corporate Plan targets will be highlighted in the Annual Report & Accounts, but the highlights are set out below.

With the recession set to continue, we expect 2009/10 to be at least as challenging as 2008/09, but are confident of making significant progress towards our goals - promoting and securing the delivery of new homes, creating and safeguarding jobs and securing further public and private sector investment for West Northamptonshire.

This Business Plan also sets out what WNDC expects to achieve over the next twelve months working closely with partners in the public, private and third sectors to enable delivery on our key projects (Appendix A).

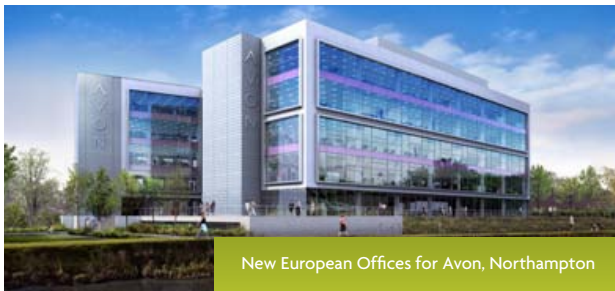
Delivering a faster service

WNDC has introduced better working practices such as a project management approach to planning applications, and better guidance for applicants such as Planning Principles 2008. This has resulted in significant improvements in our DC service. During 2009/10 we will be looking to deliver an even better service.



1.1 Achievements in 2008/09

During 2008/09 planning permission has been granted for around 3,000 new homes, two new college campuses, a new private hospital, a sports hall at Duston and some 115,000m² of new commercial floorspace. Projects granted planning permission previously and nearing completion include the new European offices for Avon, the Cross Valley Link Road, Sandy Lane Relief Road phase 1, Billing Sewage Treatment Works improvements, and a new Royal Mail sorting centre at Swan Valley, which will provide up to 1,000 new jobs alone.



New European Offices for Avon, Northampton

To support the infrastructure delivery programme, WNDC published a Planning Obligations Strategy in 2008. This sets out the preferred approach for agreeing developer contributions towards the infrastructure costs associated with growth. Planning Obligation agreements worth over £12m have been completed in 2008/09.

Throughout the year WNDC invested £13.4m of central Government funding in West Northamptonshire's infrastructure. Since being established, this means WNDC has invested around £45m to deliver homes, jobs and infrastructure in Northampton, Daventry and Towcester.

1.2 Northampton

Working with key partners, including the Borough Council, WNDC has delivered some significant changes for the town.



Cross Valley Link Road, Northampton

On the outskirts of Northampton town centre, the award winning Cross Valley Link Road has been completed while the adjoining Sandy Lane Relief road, part funded by WNDC, has also commenced construction. Together, these new roads will help deliver a wider vision for the South West district of Northampton, supporting a community of up to 5,000 new homes.

Meanwhile, in the centre of the town, the first phase of public realm improvements in Northampton, funded by WNDC, is well underway and is scheduled for completion by Northamptonshire County Council in the summer. Improvements to walking and cyclepaths along the waterside have also started.

Part Funded by WNDC, an extension to Northampton's Portfolio Innovation Centre is open for business, providing first class office accommodation and a supportive network for young creative companies. Alongside this, new CCTV provision at the Brackmills business park will make Northampton a safer place to do business.

1.3 Daventry

Development in Daventry continues apace, with WNDC benefiting from a productive partnership with Daventry District Council. In 2008/09, WNDC concluded the preliminary infrastructure studies for the town's growth. The new Working Men's Club and Abbey retail park are up and running, made possible by WNDC funding land reclamation from the highway. Land and funding has also been secured to deliver the iCon, which will commence construction in 2009 and will be an internationally important facility, dedicated to delivering best practice in sustainable construction. Meanwhile, in 2008 WNDC also provided funding to support an improved library facility for the town.



Artists impression of new Daventry library

1.4 Towcester

WNDC has been working with South Northamptonshire Council (SNC) towards a vision for the redevelopment of Towcester town centre, providing new civic, commercial and community facilities in the heart of the town. In 2008/09 we took our investment in this scheme to £2m, supporting SNC to acquire strategic sites in the 'Moat Lane' area of the town and prepare the way for future development.



Bury Mount, Towcester

1.5 Community

WNDC's support for new community infrastructure continued during 2008/09. Funded by WNDC, new community facilities at the Kings Park Youth and Conference Centre have opened, while the Stronger Communities Fund was launched, with a £750k pledge from WNDC. The fund is supporting a wide cross section of society, supporting not for profit groups in growing communities. A full list of grant recipients from this programme are listed at Appendix C.

Another WNDC community infrastructure scheme, which has attracted national interest, was launched by Communities Minister Iain Wright this year.

'Construction Futures' has been developed together with Northamptonshire Enterprise Ltd and the Learning and Skills Council. It will use developer contributions to enable young people to receive practical construction skills training on new developments, alongside a tailored college programme.

It is one of the only schemes of its kind in the UK and will help local people to realise the benefits of growth.

1.6 Design, Environment and Integration

During 2008/09 WNDC published Planning Principles. This document sets out the organisation's expectations for quality, design and integration across all new developments within its Urban Development Areas. It also outlines WNDC's aspirations for high quality services to applicants, government and the wider community. It commits WNDC to deliver appropriate levels of performance in planning processes to applicants.

WNDC encourages all new developments, of a significant scale or impact, to be subject to an independent scrutiny through a national or regional "design review", provided by the Commission for Architecture & the Built Environment (CABE) or OPUN (the architecture and built environment centre for the East Midlands). This process helps ensure that all development is of the highest quality. During 2008/09, design reviews were carried out for the proposed Churchfields, Monksmoor, Danetree and iCon developments.

Delivering an innovative service

At WNDC we pride ourselves on our creative and entrepreneurial approach. Innovations include:

- * Establishing, and gaining academy status, for the Construction Futures youth training programme.
- * Developing a Planning Obligations Strategy for West Northamptonshire.
- * Adopting a project management approach to the determination of planning applications.
- * The first Urban Development Corporation to hold Board meetings in public.
- * The first Urban Development Corporation to include local authority councillors on our Planning Committees.



The Sikh Community centre awarded £4,995



John Markham OBE and Iain Wright MP at Construction Futures launch

2. Programme Highlights

In 2009/10, we will continue to innovate to bring energy and momentum to local development. Recognising the difficulties the current economic climate has created for the housebuilding sector, we are working with a private sector partner to research a new business model for the delivery of residential development.

At a strategic level, we are working with the local authorities and key partners such as the Homes and Communities Agency to finalise an Infrastructure Plan to sit alongside the emerging Joint Core Strategy - together forming an integrated blueprint for sustainable growth.

Based on robust data analysis, transparent processes and evidence-based decision making, this plan will enable us to collectively focus on the key priorities for the area. In the meantime, WNDC has secured a further £32 million of funding to invest in the area from 2009 to 2011. This includes over £6m from the European Regional Development Fund (ERDF) and the East Midlands Development Agency (emda). It is the first time ERDF has been secured for West Northamptonshire. The outputs we expect our investments in 2009/10 to deliver are set out at Appendix B.

We are also launching an innovative new "Horizon" Fund, designed to attract significant additional capital funding to West Northamptonshire.

2.1 Northampton

In Northampton regeneration of the town centre will remain our leading priority. Work to create safer, more pedestrian friendly streets from Black Lion Hill through Marefair and Gold Street will be completed, while land acquisition and masterplanning activities will continue as we seek to redevelop Castle Rail Station and bring major mixed use development to the waterside.

Together with Northampton Borough Council, a range of other development schemes will also be progressed as part of the overall transformation of the town.

In 2009/10, WNDC expects to issue decisions on major residential schemes in Northampton, including Upton Lodge, which has potential for a new community of over 1,700 homes, as well new employment space, and community facilities. Other applications we expect to issue decisions for include Pineham, Ransome Road and Grange Park, a mixed use scheme which proposes 450 new homes, together with commercial development that could provide around 700 new jobs.

2.2 Daventry

Construction of the Daventry iCon will start in the summer. It will be the first building in the UK to be built under new sustainability guidelines introduced by the Joint Contracts Tribunal. Alongside this, we will continue to work with partners to progress several other regeneration projects across the town, including a new 'learning quarter'; which will bring together further and higher education campuses in the town. We expect to issue planning decisions for some key developments in the town including Apex Park, a commercial development which could bring up to 700 new jobs to the area.

Delivering higher quality standards

Since its establishment in 2004, WNDC has worked with partners to consistently deliver better infrastructure and sustainability outputs than would otherwise have been achieved. Significant achievements have included:



- * Sainsbury's award winning distribution centre at Pineham, one of the most environmentally friendly buildings of its kind in Europe.



- * Secured £4.3m of European regional Development Funding to deliver the iCon development in Daventry.



- * The Cross Valley Link Road which has won the Civil Engineers Environmental Quality Award for excellence in its design, delivery and environmental standards.



- * Design reviews commissioned for all major developments.

2.3 Towcester

Working closely with South Northamptonshire Council and other key partners, WNDC will continue to help progress a masterplan for Towcester. This will include a period of public consultation, helping to define the role and function of the market town and its implications for new development.

In the centre of the town, we will maintain our commitment to the Moat Lane regeneration project which will dramatically enhance the quality of life for both existing and future residents.

2.4 Design, Environment and Integration

WNDC is also actively supporting the West Northamptonshire Joint Planning Unit in the development of the spatial vision and statutory development plans for future growth. We are consulting on a Manual for Design Codes, which will assist applicants and deliver design solutions that enhance the character, style and identity of existing places.

We will also be consulting on a Sustainability Manual, which will help applicants to fully consider climate change and sustainable development principles from the outset in order to deliver real economic, ecological and environmental benefits to the local community.

Tackling climate change is now recognised as one of the key issues for our generation. WNDC has fully adopted Government guidance to reduce the carbon footprint of new developments. We are now exploring whether the opportunity created by new development can also be harnessed to retro-fit existing towns to make them carbon neutral.

3. Organisational Structure

WNDC currently has four functional units reporting to the Acting Chief Executive:

- Infrastructure Delivery
- Planning & Development Control
- Finance & Corporate Services
- Policy, Performance & Communications.

Together, the first two Directorates form WNDC's Operations arm. To deliver a more efficient service, they will become increasingly integrated during 2009/10.

To deliver the programme set out in this Business Plan, these units will incur the expenditure set out in Table 1 opposite. These costs will be met through the income sources set out in Table 2 opposite. Extraordinary costs associated with the Daventry Planning Appeals are not included as they are covered by CLG as a separate item.

During 2009/10, WNDC will be introducing a 'lean system approach' into the organisation. This is expected to make the organisation more effective and efficient, delivering cost savings and a better service. This work will also act as a pilot for a central Government initiative to see how effective business processes can deliver improved outcomes for a lower level of resources.

To deliver better value for money when determining planning applications, we are working with the South West Regional Development Agency (SWRDA) to develop a planning protocol that would allow developers and planning authorities to share some costs while still maintaining their independence.

2009/10 Innovations

WNDC is working on a number of new innovations which will further improve our capacity to deliver in 2009/10.

- * The Horizon Fund – to attract additional capital investment to West Northamptonshire.
- * Introducing Lean Systems thinking into the organisation to improve operational efficiency.
- * Piloting a planning protocol that will make it simpler and cheaper to apply for planning permission.
- * Piloting a new business model for delivering residential development.
- * Pioneering the use of the Joint Contracts Tribunal sustainability guidelines for constructing the iCon building.

4. Partnership working

For many of our projects WNDC relies on partners and stakeholders to deliver. Effectively working with these organisations is fundamental to our business. Where it would help enable delivery, WNDC will look to help build capacity within partners.

Table 1: Forecast Expenditure

	£'000s
Infrastructure Delivery	2,867
Planning & Development Control	1,550
Policy, Performance & Communications	1,061
Finance & Corporate Services	881
TOTAL	6,359

Table 2: Forecast Income

	£'000s
Grant-in-aid	4,000
Planning Fees	500
Programme Management Recharge	1,015
S106 Monitoring Income	80
GAF Development Costs	764
TOTAL	6,359



Construction Futures apprentice with MP Tim Boswell



Duston, St Lukes Development

Appendix A: Key Projects & Milestones 2009/10

Projects	Forecast Benefits	Delivery Partners / Stakeholders	Milestone	09/10 Target Date
Avon/Nunn Mills/Ransome Road	<ul style="list-style-type: none"> • High quality mixed-use development • 2,000 – 3,000 dwellings • 1,500 jobs • 200, 000sq ft of commercial space • Hotel development • Local complementary retail offer • Strategic highway infrastructure • Wider Public Open Space Offer 	<ul style="list-style-type: none"> • Avon • Central Networks • Garbe • Highways Agency (HA) • Homes & Community Agency (HCA) • Northampton Borough Council (NBC) • Northamptonshire County Council (NCC) • Taylor Wimpey Persimmon • Environment Agency (EA) 	Board resolution to acquire land in unknown ownership	Q2
			CLG/Treasury investment approval sought	Q2
			London Road Junction improvements commenced	Q4
Castle Station	<ul style="list-style-type: none"> • Mixed-use development • Enhanced rail station and facilities • 260 dwellings • 1,200 jobs • 285,000sq/ft, commercial space • 1,200 space multi-storey car-park 	<ul style="list-style-type: none"> • London Midland • Network Rail • NBC • NCC • Northamptonshire Enterprise Ltd (NEL) 	GRIP4 Design work commenced	Q3
			Car-park planning application submitted	Q4
Daventry iCon	<ul style="list-style-type: none"> • Sustainable Construction Centre of Excellence • 900 new jobs • 44,000 sq feet of commercial floorspace • 60 new incubator units • 300 place conference centre • 0.8 ha Brownfield land reclaimed 	<ul style="list-style-type: none"> • Building Research Establishment • Daventry District Council (DDC) • East Midlands Development Agency (EMDA) • Icon East Midlands • NCC • University of Northampton 	Detailed planning consent approved	Q1
			Start on site	Q2
Design Codes Manual	<ul style="list-style-type: none"> • Sets out WNDC's expectations on design quality 	<ul style="list-style-type: none"> • Community • Developers • Local Authorities • Statutory Bodies • West Northamptonshire Joint Planning Unit (WNJPU) 	Consultation draft approved by Board	Q1
			Final draft adopted by Board	Q3

Continued

Flore-Weedon Bypass	<ul style="list-style-type: none"> Improved transport links to enable growth in Daventry 	<ul style="list-style-type: none"> DDC HA NCC EA 	Board resolution to acquire land in unknown ownership	Q1
			Assessment of delivery options completed	Q4
Public Realm Phase 1B	<ul style="list-style-type: none"> Consistent treatment and improvement of streets, squares, green spaces and gateways within the town centre Reinforcing different character zones throughout the town Promoting the links between the town and the wider area 	<ul style="list-style-type: none"> NBC NCC NEL 	Works completed	Q2
Sustainability Manual	<ul style="list-style-type: none"> Sets out WNDC's expectations on sustainability and environmental quality 	<ul style="list-style-type: none"> Community Developers Local Authorities Statutory Bodies WNJPU 	Consultation draft approved by Board	Q2
			Final draft adopted by Board	Q3
Towcester Masterplan	<ul style="list-style-type: none"> A guide to the potential future development of the town 	<ul style="list-style-type: none"> NEL SNC WNJPU HA EA 	Consultation draft approved by Board (alongside South Northamptonshire Council)	Q1
			Final draft adopted by Board (alongside SNC)	Q3
Waterside	<ul style="list-style-type: none"> Creation of mixed-use redevelopment linking the town centre and the river Potential 1000 new jobs Potential for 750,000sq/ft of floor space Removal of gas holders Reclamation of 12 acres brownfield land Removal of HSE development restrictions Improve public access and cycleways 	<ul style="list-style-type: none"> National Grid NBC NCC HCA EMDA HA EA 	First phase land acquisition completed	Q3
			Second phase land acquisition (Northampton Borough Social Cub) completed	
			Waterside masterplan completed	
			Agree land regeneration strategy for Gas Holders	
			Sustrans Cycleway Phase 1 improvements completed	

Appendix B: 2009/10 Output Targets

Since taking on Growth Funding and development control powers in April 2006, WNDC has been delivering outputs for West Northamptonshire. The deterioration in market conditions in 2008/09, and the continued poor economic climate, has greatly slowed down the pace of delivery everywhere. However, WNDC has developed a two pronged approach to overcome the challenges posed by these changes in the external environment. Firstly, we are delivering the

infrastructure required to overcome capacity constraints to medium and long-term growth. This will allow West Northamptonshire to come out of the recession well placed to compete in the global economy. Secondly, we are assembling a range of schemes that can deliver development in the short term. These schemes will help enable new sources of funding to be attracted to West Northamptonshire and help maintain the buoyancy of the local economy.

		2009/10
Housing	No. of outline residential planning permissions (affordable)	4,000 (1,400)
	No. of reserved matters residential planning permissions (affordable)	830 (290)
	No. of housing starts – with planning permissions granted by WNDC in earlier years (affordable)	175 (70)
	No. of housing completions – with planning permissions granted by WNDC in earlier years (affordable)	60 (30)
	No. of housing units enabled (in future years) by WNDC's Growth Fund	2,260
Commercial	Commercial floorspace (m2) given planning permission	150,000
	Commercial floorspace (m2) given reserved matters planning permission	20,000
	Commercial floorspace (m2) started (with planning permission granted by WNDC in earlier years)	37,000
	Commercial floorspace (m2) completed (with planning permission granted by WNDC in earlier years)	20,000
	Commercial floorspace (m2) created (in future years) by WNDC's Growth Fund	50,000
	No. of jobs created (in future years) by WNDC's Growth Fund	4,842
Infrastructure	Planning contributions secured for investment in future years (£m)	£40,000,000
	Planning contributions invested in infrastructure (£m)	£2,000,000
Quality	Building for Life Silver Standard achieved on 100% of developments over 50 units	
	Code Level 3 achieved on 100% of residential developments to be delivered post-2010	
	Code Level 4 achieved on 100% of residential developments to be delivered post-2013	
	Code Level 6 achieved on 100% of residential developments to be delivered post-2016	
	BREEAM Very Good achieved on 100% of non-residential development	

Appendix C: Stronger Community Fund Grants 2008/09

Grant Recipient	Amount	Project Description
Bants Lane Allotment Association	£5,000	Provision of a secure steel office
Blisworth Village Hall and Playing Field Association	£10,000	Installation of a Multi Use Games Area on the Blisworth Playing field.
Brixworth Cricket Club	£5,000	Creation of a training area that will primarily be used to train young people in the art of playing cricket.
Daventry Area Community Transport	£20,000	To purchase a new minibus to provide transport to many different Community Groups.
Drayton Grange Community Association	£6,000	To install an 'All Weather Play Surface' to part of the community centre's enclosed garden for use by the nursery and to attract children's birthday parties to the centre.
Friends of Delapre Abbey	£20,000	To launch a new outdoor learning experience in and around the grounds of Delapre Abbey in Spring 2009.
Grange Park Cricket Club	£5,000	To purchase a synthetic permanent playing surface to allow under 11's, 13's, 15's and 17's to practice and play on.
New Pastures Church	£4,357	To purchase equipment for use at the youth club, Pastures Community Centre and entertaining the elderly, sick residents of Turn Furlong Home.
Silverstone Recreational Association	£10,000	An extension to the existing Sports Hall consisting of a separate reception area and new disabled toilet.
South Court Environmental Ltd	£20,000	To upgrade infrastructure directly for community events / activities (food-related: fire and cooking)
The Southern Quarter Development Ltd	£20,000	Equipment for a multi-purpose new building housing a library, medical services, pharmacy, sports changing rooms and community centre.
Artists Sanctuary	£4,578	Expansion of current studios into ground floor of building, providing an additional 5 Studio units for local artists.
Dallington Lawn Tennis Club	5,000	To replace existing court fencing surround
Headway	£8,140	Building of a garden which is user friendly for people with disabilities, so that they can enjoy the outdoors which is safe for them and to encourage them to do some activities outside.
Inspiration FM	£3,555	Repairing and restoring the ground floor kitchen roof that is leaking at present and to repair the adjoining men toilets.
Sea Houses	£4,996	Providing video and audio equipment for creative workshops for able bodied and disabled youngsters and a mobile film cinema for screenings in the community.
Sikh Community Centre and Youth Club	£4,995	To provide exercise/sports activities to all age groups and backgrounds.

Continued

Grant Recipient	Amount	Project Description
Dostiyo Asian Women & Girls Association	£5,450	To increase resources to provide sporting activities more effectively by providing: probell set; treadmill; floor guard; surround sound system and exercise mats.
Greens Norton Village Hall Management Committee	£2,500	To refurbish the fabric of the Village Hall by repainting the large hall.
Doddridge Centre	£18,736	Refurbishment of the centre - which is used to support voluntary and community groups.
Long Buckby Childrens' Rec	£9,660	To purchase and site a piece of play equipment to stimulate 6 to 12 year old activities.
MOSH	£3,000	To provide equipment and training to support community provision for: <ul style="list-style-type: none"> • The start of new lunch clubs in the three associated primary schools, small group work with school children who need extra emotional support. • Support parents with home visits and provide support to raise self esteem and confidence and skills in parents especially those under stress. • Support the parent teacher relationships of vulnerable families. • Raise appropriate funds to facilitate a professional provision with the appropriate equipment. • Work in partnership with the Northampton Association of Youth Clubs, Diocese of Peterborough and other professional bodies to provide the best opportunities possible for volunteers and children to reach their full potential.
Obelisk Pocket Park	£6,030	Construction of a circular surfaced pathway through the spinney to improve access for the public.
Threshold Studios	£9,700	To: <ul style="list-style-type: none"> • Provide building repairs, building security, carpeting & redecorating, electrics and plumbing. • Establish an internet server system for effective remote working, enabling sharing of files, images and software across the region. • Establish an unique Live Cinema production facility for live multimedia artists production and performance including a powerful video projector capable of presenting work on a large screen to audiences in community halls and venues or in street locations.



Published: **July 2009**



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