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Prepared by The Bee Bee Developments Stakeholder Group



Working Together

**A summary of our business plan
to support 'Growing Together'**

Prepared by The Bee Bee Developments Stakeholder Group

November 2007



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Working Together – a summary of our Business Plan for North Northamptonshire

Bee Bee Developments Stakeholder Group

This document, together with the appendices, is our offer on behalf of the principal landowning consortium in North Northamptonshire to show how the Growth Agenda could be delivered to benefit North Northamptonshire and its people.

It sets out a picture of where we have got to today, from the November 2005 summit, through the Core Spatial Strategy submitted to the government by the Joint Planning Unit and our response to it, to the business plan prepared by North Northants Development Company.

This document sets out our alternative business plan, based on a vision of North Northamptonshire becoming the first area to deliver world class sustainable development. By focusing on the issue of delivering a low carbon future, we believe we can demonstrate how the opposing goals of increased housing and reduction in carbon could be achieved and, most importantly, bring about a step change in people's perception of the region. In doing so, we will have future-proofed the region and created a vision and purpose for North Northamptonshire. This will attract inward investment, help create jobs and improve the prospects and prosperity of the area.

At present our vision is just a vision. For it to become a reality it must be accepted and adopted by the vast majority of our local stakeholders. In fairness, we have not yet fully engaged with all stakeholders to debate this issue, and we acknowledge that something as important as this must be fully explored, giving everyone a chance to think about the issues and to have their say. We will be continuing to engage with all interested parties in the future.

This document sets out the commitment we are offering as landowners, and we believe this will allow the successful delivery of the planned growth. It also explains what commitments we think are required from local and central government, as well as providing descriptions, rationales and the costs of the new infrastructure needed to support the growth that is coming.

It is important to note that the region of North Northamptonshire has pilot status to develop the concept of roof tax funding for infrastructure. It is regrettable that NNDC has so far failed to negotiate with private landowners and find a way forward. It is for this reason that we have produced our own business plan.

Our business plan unlocks the potential to provide the entire infrastructure we need for the successful delivery of the growth in North Northamptonshire and this is why we feel it is essential. We ask you to read it, question it, challenge it, talk about it and ultimately to adopt it.

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Working Together – a summary of our Business Plan for North Northamptonshire



Corby



Wellingborough



Kettering



Kettering



Corby



Kettering

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Wellingborough



Rushden



Corby

Please note - most of the publications and documents we refer to in this paper as "Appendices" and listed above are available separately. We have made a conscious decision for environmental reasons not to reproduce these in large quantities due to their volume. Sets of the Appendices will only be made available on request. Depending on your requirements, we may have to make a small charge for making these available to you in paper form. Copies can be made available on disc if requested. Alternatively, as many of these as possible will be available on our website: www.beebee.co.uk

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1. Executive summary

- 1.1 The scale of the challenge we are about to take on in order to deliver the growth agenda in North Northamptonshire is huge. We know this from our audit of its existing shortcomings, which we explored with 450 key influential people from our region at the North Northants Summit in November 2005.
- 1.2 To successfully deliver the growth and attract inward investment and new people to our region, we must focus on providing infrastructure to cope with the increased demands placed on it. We know that just maintaining the current infrastructure will not be enough. What we've got now cannot support the growth and we cannot take the risk that the growth becomes a burden on this region in the future. We have a once in a lifetime opportunity to future proof the region and at the same time plan for providing more and better jobs.
- 1.3 We need to fix our roads, public transport and connectivity between our towns and villages; improve our schools and the skills of all of our people, invest more in our health and social care; enjoy a better shopping experience, as well as build high quality, resource efficient new housing and meet government targets. We need all of this to support a larger community of around 400,000 people.
- 1.4 We want the existing towns and communities to retain their individual identities, whilst increasing the links and connectivity between them. At the same time it is fundamental that the region functions as a whole, with its own collective identity, in order to get the most out of the growth for residents.
- 1.5 Not only have we got to deliver the growth, but we have also got to build truly sustainable new communities that deal with the issue of climate change. Our vision is to lead in the delivery of the UK's first truly sustainable region. This would create significant competitive advantage for the area, giving it a purpose and identity and attracting more and better quality jobs.



The current road infrastructure cannot support the growth of the region

1.6 The Joint Planning Unit submitted the Core Spatial Strategy in 2006, which is broadly deliverable and to be commended, but simply does not go far enough. We think that four things are insufficient: the plan period is not long enough – it should run to at least 2026; the employment policy does not adequately deal with the need to create 47,400 new jobs; the strategy for affordable housing has not considered the real life practical impact of the growth and there are a number of omissions from the plan, notably education and skills, health and social care and how best to market the region.

1.7 North Northants Development Company subsequently produced its draft business plan to deliver the Core Spatial Strategy. We think NNDC's targets contained in its business plan are not stretching enough and its financial model is flawed. If its business plan is adopted, we fear that the growth will not be successfully delivered. Central government is proposing to contribute around £100 million for our new infrastructure. We know this is not going to be nearly enough and will put the brakes on the future prosperity of the region. We have to find a way to ensure this figure is far greater.

1.8 We've prepared an alternative business plan, supported by figures that are backed up by factual evidence. Our business plan shows that significantly higher levels of infrastructure to support the growth could be funded.

1.9 We've also looked at the questions of "how is this delivered?" and "who pays for it?" in delivering our business plan. We are offering a 3 way deal:

- Governance – councils must embrace a unitary single tier authority for the region.
- Landowners – must share 50% of their increase in land values over an agreed base as a tariff to repay the cost of the necessary infrastructure.
- Government – must provide up front funding for the necessary infrastructure.

1.10 If our offer of sharing our increase in land values is accepted and local and central government commit to their part of the three way deal we suggest, our financial model suggests that central government's overall net contribution will be minimal – around £44 million. More importantly, we will be the first region in the UK to have delivered a successful growth region.



Inadequate shopping experience



Substandard schools and educational facilities



2. The heritage of our region



- 2.1 The region is made up of 3 boroughs containing medium sized towns, each with its own distinct and separate personality, surrounded by rural small towns and villages, which are held together by a district council.
- 2.2 The region has always relied on the land for its economic engines. Kettering, Wellingborough and Rushden's heritage as shoe towns derives from the region's strong agricultural setting, though the industry declined because of the trend towards world markets and globalisation. Corby, set up as a unique new town, relied on its ironstone deposits and was hit hard by the crash of the steel industry and the general decline of manufacturing in the UK. Thrapston has the only surviving livestock market in the county.
- 2.3 This farming heritage, the leather industry, the strength of the small towns and villages with their active and engaged parish councils, all set in some of the most stunning countryside provide a rich tapestry in a marvellous setting right in the heart of England.
- 2.4 This richness and diversity is unspoilt and has never been exploited. It is the greatest asset of the region and must be taken care of throughout the forthcoming period of growth.
- 2.5 There is a delicate balance between meeting the needs of existing and new residents and protecting and utilising the natural assets of the region.
- 2.6 For this to be successful, the residents of the region need to understand the complex issues that growth brings and to be able to trust those who are charged with looking after its future.
- 2.7 Our region's public sector guardians need to have a strong desire and a willingness to take collective responsibility for delivering the growth successfully.



3. The November 2005 Summit outcomes and audit of the region

3.1 The North Northamptonshire Summit of November 2005 came almost two years on from the start of the government's Sustainable Communities Plan, at a time when it was becoming clear that action would be needed to successfully handle the massive growth planned for the area. Private and public sector stakeholders in the area sponsored a summit of all the key stakeholders in the region, in order for those who live and work in the area to identify its weakest points, and decide how these could be strengthened to help the existing population and to attract new residents.

3.2 The following key issues were highlighted¹:

3.2.1 Economy

It was recognised that there is an acute skills gap and individuals' aspirations and business needs should be assessed and addressed. Participants offered strong support for encouraging lifelong learning, closely linked to the needs of industry. There was serious concern that without greater investment, the number of jobs needed in North Northamptonshire by 2021 would not be created. There was strong support for developing a major new conferencing facility, a major new sporting venue and a broader range of cultural facilities, together with a higher quality retail offer. A strong desire was expressed for significant investment in the public realm to ensure a high quality environment in our towns. The prevailing view was that we should build on each town's strengths but with complementary retail and cultural provision in the urban centres and surrounding market towns.



Low aspirations of our youngsters

3.2.2 Education and skills

Participants acknowledged that the area is suffering from a real lack of investment in education and skills, for example, at the time of the Summit only one new secondary school had been built in the county in the last 30 years². Without a physical university presence, it was felt that we are losing our brightest students when they leave school, and they rarely come back. However, there was an understanding that we must also focus on raising basic skills levels and our vocational training, linking this much more closely to the needs of industry. The most urgent needs identified were to tackle the low aspirations of our youngsters and give people the right skills to match employers' needs.

3.2.3 Health and social care

Although there were serious concerns that there has been insufficient investment in local health services in recent years³, participants agreed that three over-riding themes should drive the development of health and social care. These were: bringing care closer to peoples' homes; providing integrated services for citizens; and a focus on developing the health and social care workforce we actually need to deliver our aspirations. In respect of the latter there was support for an additional specialist centre or institute (funded by the private sector) to deliver training and support to new and existing staff and increase the attractiveness of the area to new recruits, as this was seen as a particular problem.



Insufficient investment in local health services

¹ For the notes from the workshops at the North Northamptonshire Summit, please see Appendix 12.

² A new secondary school has subsequently been opened near Northampton.

³ Page 34, North Northamptonshire: Economic and Employment Strategy Volterra Consulting (December 2006) shows that in North Northants there are 44.5 health and social work jobs per 1,000 population as opposed to 49.5 in Northamptonshire as a whole, 51.8 in the East Midlands and 53.3 in England and Wales.





Road congestion across the region

3.2.4 Transport and highways

Participants highlighted the following as particular problems: congestion on the A14 around Kettering; the lack of a train station in Corby; the lack of connectivity between new and existing developments and with existing rural areas; and unrealistic expectations that we would reduce people's usage of their cars without viable alternative public transport. Participants were very keen on the development of a comprehensive integrated transport strategy for the region and true partnership working between all the agencies, looking at a range of realistic options for delivery.

3.2.5 Housing

There was a strong desire that new development should embrace a diverse range of high quality housing types, using quality construction and innovative design. There was also a strong desire to regenerate existing housing stock in tandem with the new development to avoid the "doughnut effect" (a term given to the situation where existing residents increasingly leave the town centres to live in new developments, leading to the town centres becoming degraded), and for this to be paid for by developers. Participants supported the introduction of innovative housing schemes to provide access to the housing market. It was felt that affordable housing supply should be based on local needs and aspirations, rather than on a fixed percentage. There was also strong support for planning process reform and the adoption of a single housing strategy for the region.

3.2.6 Environmental

The Summit participants collectively agreed that there was a real need to promote renewable energy; minimise pollution and maximise resource efficiency. There must be good integration between resource efficient installations and the local landscape (e.g. wind farms) and there must be quality design with associated control and monitoring. There was a strong awareness that the region needed to improve its environmental credentials.

3.2.7 Town centres and retail development

It was agreed that perceptions of the three major towns were poor and that 50% of current retail spend leaves the area. New residents were unlikely to have any loyalty to local shops unless they were improved. It was agreed that it is crucial that the existing towns work together to achieve a complementary offer in different, vibrant towns in order to compete against the strong and improving competition. Getting the basics right, such as access, parking, safety, shopping facilities and the public realm, were seen as a priority.



There is a need to move to renewable energy



New residents are unlikely to have a loyalty to local shops



4. The Core Spatial Strategy and our response

- 4.1 The Core Spatial Strategy (“**CSS**”) was submitted in draft for consultation in February 2007. It is currently being reviewed at the Examination in Public, which runs from October to December 2007, and will be adopted in the spring of 2008. It represents the North Northamptonshire Joint Planning Unit’s (the “**JPU**”) plan for the delivery of the 52,000 new homes (the “**Plan**”) that are planned for the area in the period to 2021, as part of the government’s Sustainable Communities Plan.
- 4.2 The Plan is broadly deliverable and its production presents a considerable achievement on the part of the JPU, which has to act within the constraints of both planning policy frameworks and its answerability to the Joint Planning Committee, which is comprised of representatives from the three Borough Councils and East Northants District Council. However, in reality, the JPU is often forced to compromise and find solutions that balance the interests of the three boroughs and the district, rather than those that are most likely to facilitate the delivery of the growth with maximum benefit to the region.
- 4.3 Our approach is different, as we have the luxury of being able to look at the challenge of delivering the growth from a holistic standpoint, and view the area as a single entity, rather than simply the sum of four independent parts. More importantly, we are also able to be more ambitious in our objectives and have the freedom to propose innovative solutions to capitalise on the opportunities offered by the growth and mitigate against its potential pitfalls.
- 4.4 Our largely supportive but modified position was outlined in the comprehensive representations that we submitted to the JPU in March 2007, and the key themes contained are summarised in our publication “Growing Together” that was published at the same time⁴. This brochure is a deliverability plan that shows how our alternative vision for the region could be successfully implemented, bringing greater gain to the region at minimal additional cost. Since the publication of “Growing Together”, we have also had time to further research and build upon many of the ideas that it contained, and the expansion of those issues is contained both in this paper and in the appendices referred to in it.
- 4.5 Our key points of variance with the CSS are:
- 4.5.1 **The Plan period**
The CSS currently only goes as far as 2021, but will be reviewed to 2026 some time soon after its adoption. The move to 2026 is helpful, but further advantages could be created by extending the Plan to 2031. At the very least, the period to 2031 has to be borne in mind when the growth and the infrastructure that supports it are being planned. This is because infrastructure providers require long-term certainty if they are to have the best chance of supporting the growth. It is cheaper and more efficient to install infrastructure required for the longer period up front, than to deliver that planned to 2021, only to have to design fresh solutions for the next following decade, once the Plan period is extended. By aiming for the final target from the outset, North Northamptonshire will be able to future-proof itself in a way that would otherwise be impossible. A good example of this is the problem of solving congestion issues on the A14, where solutions to 2021 and 2031 are actually quite different. To us, it is clear that the decision must be taken to follow the long-term view.
- 4.5.2 **Employment policy**
We believe that the CSS falls short in two areas of employment policy: (i) it contains an inappropriate sectoral split between the job types targeted and (ii) it does not allocate any employment land for the delivery of these jobs. The latter will be resolved at a review of the CSS’s employment strategies after it has been adopted, where we would urge the JPU to be bold in allocating sufficient employment land. It should be remembered that over-allocating poses no great danger, as developers will not bring land forward unless they have a confirmed demand for it.

⁴See Appendix 10.





4.5.3 Housing policy

The CSS currently targets 30% on site affordable housing, a target that is not reflective of the real needs of the growth area. Given the unprecedented nature of the growth, it is impossible to accurately predict what housing needs will be and how it will vary over the Plan period. However, the bulk of evidence that is discussed in further detail in section 7.2 below suggests that housing requirements will initially be lower in a growth area such as North Northamptonshire than they would normally be expected to be.

4.5.4 Omission of key factors for delivering the growth

The CSS does not address a number of key issues such as education and skills, health and social care and how best to market the region in any great detail. This is not the fault of the JPU, as defining such elements is not the purpose of a local development framework such as the CSS. However, these factors must be taken into consideration if the growth is to be delivered. That is why from section 6 onwards our alternative business plan contains more optimistic plans for providing health and social care and education and skills in the region and speaks of the need to brand the region as a collective if it is to attract the inward investment from the private sector that is needed to make the growth a success.



Corby



Rushden



5. North Northants Development Company's business plan

5.1 Overview of NNDC's business plan

5.1.1 To accompany the region's Core Spatial Strategy, North Northamptonshire Development Company ("NNDC") commissioned a paper, "Using Increases in Land Values to Support Infrastructure Provision in North and West Northamptonshire", published by EDAW in December 2006⁵.

5.1.2 This paper was certainly a step forward, and it bravely set out the beginnings of a business plan for the region, showing what infrastructure was needed to support the growth, how much developers could afford to contribute, and how much the public purse might be expected to contribute.

5.2 Our concerns

5.2.1 We have some fundamental concerns. Creating a business plan for the whole of North Northamptonshire is such a difficult task that no plan – let alone the first attempt – will have all the answers. There are, nevertheless, various major problems that we believe will make it impossible to successfully deliver this plan:

- Most importantly, NNDC's business plan sets its sights too low – rather than curing the region's weaknesses and then improving the region, it aims to keep standards of living the same in every respect, with the addition of the proposed housing numbers. There is no vision as to how North Northamptonshire could improve its prosperity and potential.
- Because the business plan does not aim to improve the area, land values will not rise very much. We believe that this will not provide the development gain to pay for the infrastructure that North Northamptonshire will need.
- The business plan only assumes an unambitious £100 million of public funding for infrastructure over the next three years. Landowners will not put their land forward and contribute to infrastructure costs unless the government

makes an early commitment to long-term, substantial investment. Landowners will also need a political guarantee of funding covering the 10 or 20 year lifetime of large development projects – not just the first 3 years.

- The private sector, which plays a crucial role in the business plan, has not been properly consulted yet or been allowed access to the business model in order to challenge assumptions. It is very hard to persuade the private sector (just as it would be to persuade the public sector if the situation were reversed) to contribute hundreds of millions of pounds to a business plan, without letting them see how it actually works.
- There is currently no single level of government to manage growth in North Northamptonshire. At present North Northamptonshire relies on the County Council to handle major infrastructure projects, which makes it very difficult for our area to obtain funding from all central government departments, programmes and funded bodies, such as the Academies Programme, that support growth regions.

5.3 Apparent shortcomings of NNDC's business plan

5.3.1 Employment⁶

NNDC's business plan states that it aims to attract high skilled jobs, without showing how this might be achieved. In fact the strategy only puts forward a figure of 11,190 new high-skilled office jobs, which is actually below the current trend growth of 12,000 in the area. Instead, NNDC's business plan relies heavily on reversing existing trends in manufacturing employment – keeping all existing manufacturing jobs, and creating 2,960 new manufacturing jobs⁷. The reality is somewhat different: between 1998 and 2005, North Northamptonshire lost 13,270 jobs, and at the present rate it is predicted it will actually lose 17,100 jobs by 2021⁸. In this light, it seems an impossible leap of faith to trust the economic success of our region to the manufacturing sector.

⁵ Since then, NNDC has developed the business plan further and submitted it to central government. Unfortunately this version of the business plan has not been shared with the private sector.

⁶ For a full description of problems with NNDC's current business plan's employment policy, please see Appendix 2.

⁷ Based on the Roger Tyms and Partners report North Northamptonshire Employment Land Futures, which in turn is based on out of date manufacturing figures from 2001.

⁸ According to data from the Annual Business Inquiry (ABI). Volterra's work is based on ABI figures going to 2005, while RTP's work only considers statistics as far as 2001.



5.3.2 Education and skills

NNDC's business plan proposes 4 new secondary schools, which is just enough to provide for the expected greater population. This means that existing residents are highly unlikely to benefit. There are also no firm plans as yet to fund a physical university presence or to improve further education – so the brightest young people will continue to leave the area after school, and many residents will miss out on the opportunity to improve their skills and get better jobs.

5.3.3 Transport and highways

We believe that the current transport plan will not improve the road network. The public transport system will simply provide more buses, rather than using alternative innovative, rapid and environmentally friendly solutions. We do not believe that the use of buses will create the target of 5% shift away from using cars, let alone the target of 20% shift away from car use that the CSS plans for in the new developments. It is simply not realistic to expect that the provision of more buses will get people to give up using their cars.



5.3.4 Housing stock

There are no plans to improve existing housing. As a growth region, North Northamptonshire needs an overall improvement in its housing, for the benefit of existing residents, and to attract new house-buyers. The current housing plan will not bring a step change, and, importantly, will not result in private sector developers committing to the region.

5.4 The financial viability of NNDC's business plan

5.4.1 We also have serious concerns that NNDC's business plan is not financially viable. Without improving the area and lifting land values, we cannot see how NNDC's model can be delivered financially. We have tried to understand and analyse the financial model presented in the NNDC's current business plan⁹. It calculates that an average 3,000 house greenfield development in North Northamptonshire can afford to pay approximately £12,000 per dwelling in section 106 contributions (funding the need for new local infrastructure and public services) and approximately an additional £7,000 per dwelling for major strategic infrastructure.

5.4.2 This model relies on various assumptions, some of which seem unrealistic¹⁰:

- **Affordable housing:** The NNDC / EDAW December 2006 model appears not to take any account of affordable housing when calculating how much sites can afford to pay in roof tariff, as it currently assumes no new provision on new developments.
- **Build cost per square foot:** The model is based on approximately £60 per square foot build cost, which would result in very poor quality of build and cheap, homogeneous housing estates. It is also around 20% below the guidance given in the latest edition of the BCIS "Quarterly Review of Building Prices"¹¹, which is itself based on average costs of development. There is also no allowance for cost inflation, which is likely to be a significant factor in forthcoming years.

⁹ Summarised in Appendix 9.

¹⁰ Without access to the actual model, we have had to approximate assumptions.

¹¹ Quarterly Review of Building Prices Issue No 105 BCIS (April 2007), Table 4 of which states a figure of £73 / ft² for 'Housing, mixed developments'.



- **Eco-standards:** At a build cost of £60 per square foot, the financial model clearly does not make any allowance for the increased costs of achieving the high eco-standards set out in the Core Spatial Strategy, which would increase the build cost per square foot considerably.
- **Exceptional costs:** There does not appear to be a mechanism for dealing with exceptional development costs when setting a standard roof tariff. Clearly if a particular site has to pay for exceptional ground conditions – for example if there was contamination or flood risk - then it will be able to afford to pay less roof tariff.

contributions will continue to be fully funded and there will simply be no money for the strategic tariff, as developments cannot afford to pay.

- 5.4.7 Our great fear, based on our knowledge of how developments work from a commercial perspective, is that landowners will simply not bring their land forward for development under this scenario because it makes no commercial sense to do so. The numbers just do not stack up. **This is why we are struggling to understand the financial viability of NNDC’s current business plan.**

5.4.3 We have built a model which replicates NNDC’s EDAA model¹² and we have put in what we believe are more realistic assumptions based on our experience as developers.

5.4.4 By our calculations, if you factor in the costs of affordable housing at the rate proposed by the draft Core Spatial Strategy i.e. 25% of the new houses to be built will be affordable housing, a sensible build cost is around £70 per square foot, and if we then make an allowance for achieving eco-standards of £5 per square foot, we find that the build cost is going to be much closer to £75 per square foot and not £60 per square foot. At current land values in this region, developments **cannot afford to pay nearly as much roof tariff or section 106 contributions as the current model proposes, if we are going to deliver to a high quality standard.**

5.4.5 We have worked out an estimate of what developments can afford to contribute towards infrastructure, based on today’s land values. The big issue is that although NNDC’s current business plan calculates that about £7,000 per dwelling of strategic tariff will be collected based on its costs assumptions, in reality, as some of the costs have been seriously under-estimated or ignored, there is a deficit of around £6,000 per dwelling.

5.4.6 This can only result in one of two things: either a lower section 106 contribution for on site and off site infrastructure will have to be accepted in order to fund the strategic pot, or section 106



¹²See Appendix 9.



6. Our alternative business plan



“North Northamptonshire, through the collective ambition of its inhabitants, could become the first area to deliver exemplar sustainable development.”

6.1 Our vision and purpose

6.1.1 Our view is that any business plan is incomplete without a strong vision and purpose for what is to be achieved in North Northamptonshire. The vision should provide the framework for how the region promotes itself, creating a new collective purpose that benefits not only the new growth but also existing communities. It will bring about a step change in the perception of the region, that will generate both economic and life changing opportunities for all the people within the region.

8.1.2 We believe that any vision for the region must deliver the following:

- An aspiration for improved prosperity in North Northamptonshire.
- An indication of how the livelihood of existing communities in North Northamptonshire will be improved.
- An identity for North Northamptonshire that enables its promotion and marketing.
- Collective support for the vision from business, local authorities and the inhabitants of North Northamptonshire.

6.1.3 In April 2007 we launched our vision for the region with an event at Rockingham Motor Speedway and the publication of our brochure “Winning the Carbon Challenge”¹³.

6.1.4 We feel strongly that this vision fulfils the objectives set out above and will create sufficient excitement in North Northamptonshire to bring about a step change in the prosperity of our region.

6.1.5 North Northamptonshire could demonstrate how sustainable development is possible across our entire region and could inspire and drive the economic engine needed to deliver the employment and housing numbers behind the UK’s growth agenda.

6.1.6 Our region is already at the forefront of the growth agenda – we are the only region to have had steady growth in housing delivery since 2001 and we now deliver more completed new houses per annum than Milton Keynes¹⁴. The scale and rate of growth surpasses any other growth region and, with sufficient support, could enable North Northamptonshire to become a blueprint for how sustainable development is achieved.

6.1.7 The great challenge facing the delivery of housing in the UK is to balance the need for unprecedented growth – up to 240,000 new homes per year – with the government’s objective of reducing the UK’s carbon footprint to 40% of 1990 levels by 2050. There is no doubt that the response to climate change is the greatest challenge of the 21st century – delivering a low carbon economy that overcomes obsolescence in transport, housing provision and lifestyle.

¹³ See Appendix 11.

¹⁴ Data provided by NNDC and Milton Keynes Observatory.



6.1.8 By focusing on the issues of delivering a low carbon future, we could demonstrate how the apparently opposing goals of increased housing and reduction in carbon emissions may be achieved. More significantly, achieving this vision will bring long term benefit to our residents and provide a framework for exemplar sustainable development.

6.1.9 The Environmental Industries Unit estimated that the move to a low carbon economy will create a UK market worth an estimated £46 billion by 2015¹⁵. The green revolution has the potential of the dot com boom of the late 1990's but will be more sustained, bringing greater prosperity to the region if implemented.

6.1.10 This vision underpins our alternative business plan, running throughout the whole of the plan and giving it a purpose.

6.2 Overview of our alternative business plan and the deal¹⁶

6.2.1 We have created a more ambitious plan than that of NNDC, which seeks to address the key issues and NNDC's plan's shortcomings and deliver our vision – one which we are confident the private sector can support along with the public sector.

6.2.2 It is important to note that the region of North Northamptonshire has pilot status to develop the concept of roof tax funding for infrastructure, which effectively allows us to look at the scenario of landowners contributing an infrastructure tariff without primary legislation. It is regrettable that NNDC has so far failed to negotiate an appropriate arrangement with private landowners and to find a way forward. It is for this reason that we have produced our own business plan.

6.2.3 Our alternative business plan will work if the proposed Core Spatial Strategy to 2021 remains the same, but it will make an even greater impact if:

- The CSS is extended to either 2026 or preferably 2031, which is essential when taking employment sites into account.

- Employment sites are allocated to cope with the business needed to support the scale of housing.

- Housing numbers are increased further.

6.2.4 The deal we are offering to ensure our business plan works is a three way partnership between local government, landowners and central government. Details of this offer are set out in section 8. It is based on the three Borough Councils and one District Council functioning as some form a collective; Landowners agreeing to pay a higher tariff than is currently suggested based on a percentage of increased land values over and above an agreed minimum and central government committing to fund the provision of key infrastructure projects up front.

6.2.5 Our alternative business plan demands greater up-front government investment in infrastructure, which will improve the lives of existing residents and make the region more attractive to new arrivals. Most importantly, it will also raise land values – increasing the amount of money that developers pay back to the public sector to fund better schools, roads and health provision.

6.2.6 This works because the financials of large scale developments are highly geared, and costs are for the most part fixed. If land values can be increased by even a small amount, then profits increase dramatically and developers can afford to share this uplift.

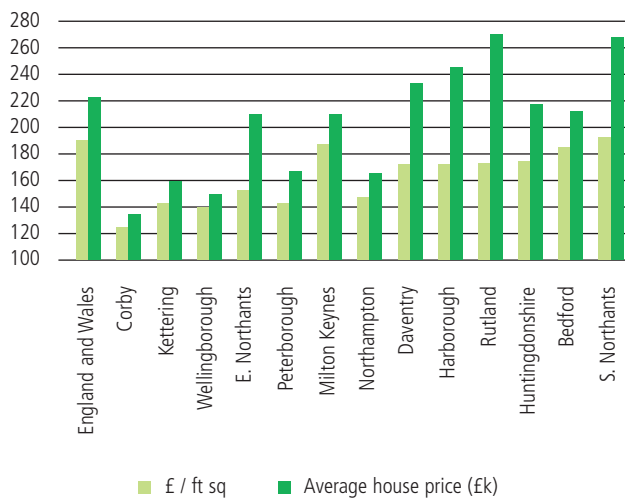


¹⁵Study of Emerging Markets in the Environmental Sector, Environmental Industries Unit, November 2006.

¹⁶This paper should be read in conjunction with "Growing Together" David Lock Associates, March 2007.



6.2.7 We should be optimistic: North Northamptonshire has great potential. Given a little market intervention, land values in North Northamptonshire will rise, because the boroughs of Corby, Kettering and Wellingborough currently sit within a significantly lower priced area relative to all surrounding areas¹⁷:



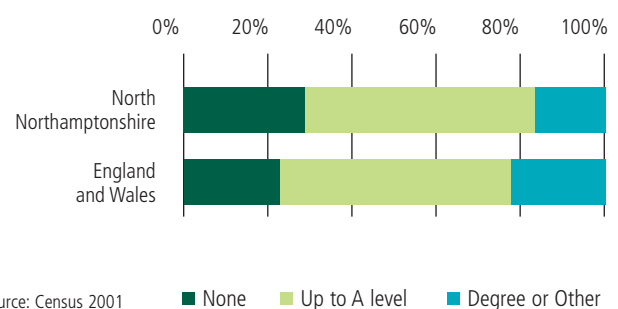
6.3 How to tackle the new employment needed

6.3.1 A huge part of the successful delivery of the growth is the creation of 47,400 new jobs, where there is a real need to create more higher skilled employment. Our alternative view on how these jobs should be split between the various sectors is set out in detail by Volterra Consulting in their paper North Northamptonshire: “Economic and Employment Strategy”¹⁸. Volterra believes that the reliance being placed on manufacturing jobs materialising in the area is unrealistic, and that we will continue to lose these sorts of jobs as we have done to date. In order to replace these, Volterra advocates focusing on high-skilled logistics and distribution jobs and building the UK’s most sustainable business park in order to attract more office jobs to the area.

6.3.2 **B2:** In essence, Volterra’s approach is more realistic about the continued loss of manufacturing jobs in the region. It forecasts that we will lose 17,100 jobs in the Plan period to 2021, based on the current trend of job losses to date¹⁹.

6.3.3 **B8:** The Volterra strategy seeks to replace some of these manufacturing jobs, initially by exploiting what is currently one of the region’s strongest employment sectors: there is a huge demand for logistics and distribution jobs. This would actually increase average salaries in the region by taking those earning below the average wage and increasing their earnings to the logistics sector average of £20,188. Whilst this figure is not much higher than the current average wage, its impact will still be significant as people who earn considerably less than that figure will be the ones increasing their earnings by moving into the new jobs. This benefit can be maximised if North Northamptonshire ensures that the new logistics jobs in the region comprise the national average proportion of higher skilled jobs.

6.3.4 The table below demonstrates that the skill levels of workers within the logistics sector are currently considerably lower in North Northamptonshire than across the country as a whole. This suggests that the area’s logistics businesses have not been able to progress at the forefront of the sector, which is experiencing an ongoing trend towards higher skill levels and higher proportions of office based employment. There is no reason why skill levels in this area could not be advanced in line with national averages over a relatively short time-scale, especially given the massive advantages in this sector that arise from North Northamptonshire’s geographical location. If this could be achieved alongside an increase in overall numbers as projected by Volterra, an additional 7,195 degree level jobs could be created (compared with 5,358 if skill levels stayed at their current levels)²⁰.



Source: Census 2001

¹⁷ Data provided by Hometrack.

¹⁸ See Appendix 2.

¹⁹ Page 32, North Northamptonshire: Economic and Employment Strategy Volterra Consulting (October 2006 edition).

²⁰ Page 33, North Northamptonshire: Economic and Employment Strategy Volterra Consulting (December 2006 edition).



6.3.5 B1: Like every region the world over, we want to see as many high skilled office jobs as possible. However, in reality, attracting these jobs away from other more competitive regions will not happen overnight. Our response to this issue is that the region needs to develop a university presence. This will provide an educated workforce to attract higher-skills employers into the region. In tandem with this, the region needs to provide a substantial quality office park where large employers can congregate and have enough space for accommodation which is flexible to their individual needs. Volterra recommends that we offer a large B1 office park of at least 1 million square feet which is close to fast rail and road access, and meets the highest environmental standards possible at a competitive rent.

6.3.6 We are therefore putting forward 200 acres of our land for this purpose. The land value will be used to subsidise both the delivery of the most sustainable B1 office park in the UK and offer it at a slight discount to competing office parks an hour out of London. In terms of the overall business plan, it does not matter whether this office park is provided on our land or elsewhere; what is vital is that such a facility is provided in the region. However we wanted at least to offer a site where the land values could be used to deliver the combination of ambitious eco-standards and the low rents which will be required to attract premium tenants, as we suspect this sort of project will not be very rewarding or attractive for a standalone landowner without a wider strategic interest in the success of the region.

6.3.7 The combination of a university presence, bright young graduates and a serious business park offer will take time to establish, but if implemented, will ultimately start to supplant the logistics and distribution jobs which fill the jobs gap in the short-term of the Plan period.

6.4 The financial model for our alternative business plan

6.4.1 Our financial model²¹ cashflows all the elements of the amended business plan, which address the key shortcomings of the region. The key premise of

the model is that by setting out to achieve the vision, and investing more in infrastructure up front, this will improve the existing position and people’s perception of the region, which in turn will encourage land values to increase sufficiently to allow greater contribution of roof tariff by landowners and developers.

6.4.2 In addition, if the public funding is provided up front for infrastructure, we are suggesting a more generous proportion of land value is contributed towards public infrastructure than a simple roof tariff, so that, over a base minimum land value, all land value is split 50:50 with the public sector. This produces the following overall outcome:

Summary of Alternative Business Plan Costs and Revenue

Total Infrastructure Costs	£1,303,000,418
Total Developer Contributions	£1,258,318,150
Shortfall	£44,682,268
Maximum Negative Cashflow (2014)	£449,874,789

6.4.3 It is clear that although our model and business case requires more public funding of infrastructure up front, reaching a maximum cumulative commitment of approximately £449 million in 2014, the total input from the public purse is less than the current model proposed by the public sector. This is because the amended model extracts far more value from the private development sites (£1.26 billion) compared with the NNDC model. Indeed, by the end of the period, the net public contribution to infrastructure is very small (£44 million).

6.4.4 The alternative model also provides more infrastructure funding overall for the area (£1.3 billion) compared to £100 million over three years currently contemplated with the NNDC model. Given that NNDC’s current financial model does not appear to be financially viable, and we feel that our alternative version summarised above is much more attractive financially as well as politically.

²¹See Appendix 9.



7. The benefits of the alternative business plan and vision

7.1 Introduction

7.1.1 The fundamental reason why we need an alternative business plan is to galvanise this region into being in a position to cope with and embrace the changes and opportunities that are happening within it. The purpose of this paper and its accompanying appendices is to create a framework for all stakeholders to reach out to, engage with, and support. It explains how we can create opportunities to access funding from government departments other than DCLG to support the growth.

7.1.2 Our approach is radical, and allows everyone to contemplate the scale of the issues we are facing. We believe it gives people a chance to support and become involved in the country's vision to deliver more housing and the economic prospects that go with it. We believe our framework creates a platform from which growth we can all be proud of can be delivered.

7.1.3 The key areas that need to be addressed first in relation to creating a step change are: the housing policy, transport and highways, education and skills and health and social care. The following sections highlight ways in which alternative solutions can be found to help bring about a step change in these key areas. The vision and purpose of the region, marketing the region as a whole, development of low carbon infrastructure and changes in governance will all follow once the commitment is made to support the necessary step changes.

7.2 Housing

7.2.1 Housing is an area that can be closely allied to our vision. People want to help to tackle climate change and the region could create a culture whereby homeowners aspire to improve the performance and quality of their homes as part of creating an exemplar sustainable community. The housing market needs to respond by delivering smart and intelligent housing stock with reduced energy bills and low environmental impact. High quality is required not only in new build but also in the upgrade of the existing housing. High quality

housing will be more expensive, but will attract a new generation of aspiring house owners and create pride and purpose in the community.

7.2.2 Our research into the additional cost per house for delivering higher Code for Sustainable Homes (the "Code") levels is as follows:

	Level 3	Level 4	Level 5
BRE	£2,250 (3%)	£6,000 (8%)	
Cyrill Sweett	£3,692	£12,947	£19,962
Housebuilder (estimate)		£20,000	£34,000

7.2.3 As outlined in section 5.4 above, NNDC's current business plan shows a possible s106 tariff of £7,000 per house. If we were to achieve only level 3 of the code, it would cost over 50% of the possible tariff per house.

7.2.4 We have been working with industry experts to find more cost effective methods of delivering eco homes. These include schemes where renewable energy is delivered through a third party energy services company responsible for operating localised renewable energy schemes servicing the developments.

7.2.5 The problems with delivering such schemes are:

- Despite reducing the cost to the house, energy services companies generally only deliver energy at a small discount to conventional providers. This may not provide sufficient incentive to homeowners to adopt new technologies.
- Renewable energy generation (e.g. wind turbines and biomass plant) is inevitably subject to lengthy delays in planning.
- Greater governance is required to ensure the security of resources required to produce renewable energy. A framework for investment is required.



7.2.6 We also need to look at existing housing stock. In reality the drive to produce increased performance in new homes will do little to fulfil the government's targets of reducing carbon dioxide to 40% of 1990 levels by 2050 unless we also address energy use in existing homes. In the report "Upgrading Existing Housing"²² the BRE outlines that the majority of social housing stock has undergone renovation, with an average SAP rating of 72.

7.2.7 This is a commendable achievement by the local authorities but it is worth noting that the average running costs of these homes could still be over twice that of the running costs of the new eco developments. Our concern is that this disparity will create a division between the new development and existing town centres with those that can afford it moving to the new developments and encouraging degradation of the existing town centres.

7.2.8 The BRE report outlines a methodology to upgrade the existing homes to achieve comparable running costs with the new developments. This is a preliminary assessment requiring more detailed analysis, but gives an indication of the funding required to regenerate existing town centres in line with the new developments.

7.2.9 We have also looked very closely at the issue of the affordable housing strategy in a growth region, in parallel with the issue of regenerating existing town centre affordable housing stock.

7.2.10 The Housing Corporation has been allocated an £8 billion funding pot for the next three years, and the cross-party support for increased levels of affordable housing provision suggests that similar levels of grant money will be available in future. This is a significant funding stream that we must capitalise on to promote sustainable housing growth in the region. In the East Midlands, the current average Housing Corporation grant per new affordable unit is £30,000 - £35,000. There are 52,000 new homes planned for our region in the period to 2021, with a target of 30% being new affordable housing. This means that a provisional total of around £540 million should be allocated to this region.

7.2.11 However, our evidence shows that this target of 30% affordable housing is inappropriate for a growth region. This is because the current assessment of housing need takes no account of the effects of the housing growth and is based on an expansion of existing need in line with the new housing numbers. Past experience contradicts this approach by showing that far lower numbers of in-migrants than existing residents usually require affordable accommodation. **For example, in Milton Keynes only 5.2% of in-migrants need affordable housing, compared with 17.2% of existing residents.**

The carbon "clock"



We are promoting a smart meter trial in partnership with Eon and Kettering Borough Council. The trial aims to demonstrate how a "clock" showing carbon use in the home combined with a council led incentive scheme may make

significant reductions to the carbon impact of existing homes. Following this trial, it is intended that the "clock" is rolled out to the majority of homes in our region. This will require public sector support for the project and approval for an incentive scheme linked to reductions in council tax.



Example of an eco development

²²See Appendix 6.



7.2.12 The Housing Market Assessment carried out on behalf of the three boroughs and the East Northants District Council actually accepts that around 20% is a better representation of existing need than the 30% stated, which is intended as a benchmark for developers and local authorities to negotiate against. Given that even this 20% figure is not taking full account of the effects of the growth, an estimate of around 10 – 15% appears reasonable.

7.2.13 Regardless of what specific need figure is settled on, if it is accepted that real levels of initial need are considerably lower than 30%, this allows a proportion of the £540 million referred to above to be channelled into regenerating existing social housing in the area. The benefits of this go beyond those associated with new provision, as regeneration maximises the positive effect on existing residents and communities. It also enables a wider section of the housing stock to be brought up to high standards, which has the combined effects of improving living conditions and making the existing external urban fabric more attractive.

7.2.14 At the same time, a failure to lower initial housing targets and enable investment in the existing stock could have severe repercussions for the future of our region. Research by affordable

housing experts such as Julie Cowans²³ has highlighted the dangers of a phenomenon known as economic self-segregation or the 'doughnut-effect', which can result from a failure to ensure consistent housing standards across the breadth of an area. Growth areas are particularly vulnerable to this effect, due to the large volumes of new housing being built in direct proximity to existing settlements.

7.2.15 If new build housing is allowed to come forward without existing homes being brought up to as high a level as practicably possible, then the likely result is an exodus from existing housing, as people favour living in the new homes. This effect is particularly keenly felt within the affordable stock as affordable tenants are more sensitive to the reduction in running costs that new homes deliver. Once an area's decline has begun, the problem will increase over time as the process is self-perpetuating. For every house that goes empty or becomes derelict, another one is likely to follow as the area loses its appeal. This principle applies not only to housing but also to all the other activities that take place in an area, such as shopping, work and socialising. Once the existing urban fabric degenerates, it is inevitable that the new developments will become the focus for the community, which, we believe, is an event that should be avoided at all costs.



²³See Appendix 4.

- 7.2.16 The potential for this problem to develop can be most easily observed in Corby, where the ongoing regeneration of several of the old housing estates alongside the town centre is doing much to prevent it. The danger is less pronounced in the other growth towns of Wellingborough and Kettering, where the vast majority of social housing now meets the Decent Homes Standard (the "DHS"). However, the DHS still falls well short of the environmental standards that will be found on the new developments that will be built to high EcoHomes and Code for Sustainable Homes levels. If anything, the tightening of regulations governing new buildings is likely to widen the efficiency gap between old and new houses more quickly than the achievement of DHS can close them.
- 7.2.17 There will be no single all-encompassing strategy that can correct all of the problems within the housing stock, but all can fall within a broad framework of prioritising regeneration. Different types of houses in different areas will require various sums of grant to upgrade them and exact funding streams may differ between properties owned by local authorities, registered social landlords and other management bodies. Therefore, a comprehensive range of methods for successful upgrading needs to be researched over the next few years.
- 7.2.18 At present, the Housing Corporation has little room within its remit for donating funding to regeneration projects. However, the emerging Communities England body that should be functioning by April 2009 should have more freedom to fund such projects from the same stream as that being used by the Housing Corporation at present. Communities England's stated aims in their consultation documents currently include the regeneration of existing neighbourhoods and urban centres, alongside a commitment to improving housing stock and strengthening communities. They may also have a degree of responsibility for supporting the successful delivery of the growth agenda, all of which means that we are confident of achieving their support if the local authorities decide to support our funding proposals.
- 7.2.19 The systems outlined above would be far easier to implement if the four boroughs combined under a single housing policy. The advantage of this for residents would be that the weight of grant funding could be directed where it is most needed and it would also give tenants a greater freedom to move within our region and to pursue opportunities such as new jobs that may otherwise have been very difficult to access. Combining as a single Housing Market Area will also send a message to central government that this area is committed to doing everything it can to successfully deliver positive change under the growth. This in turn will enhance the prospects of our region receiving the funding it requires.
- 7.2.20 Overall, it seems that the most effective housing strategy for North Northamptonshire would be to begin the period by providing relatively low levels of new affordable housing provision and focusing resources on improving the quality of the existing stock. Once this principle has been established, stakeholders can then combine to identify more specific needs and the mechanisms to provide for them. Assuming that this initiative is successful, our area will become a more attractive place to live and house prices may rise as a result. If this is the case, levels of new housing provision must increase over the course of the Plan period in line with rises in land values. The long term result of this policy will be to both meet the demand for affordable housing and make sure that as many people as possible have access to quality housing and a choice of locations in which to have it. From the same level of investment, following the existing policy of 30% on site provision will fulfil the first of these goals, but not the second, greatly reducing the benefits to both individual residents and the area as a whole.



7.3 Transport and highways

- 7.3.1 The pressures of transport in the UK will be acute over the coming decades. The combination of a transport fuel gap and congestion due to an increasing population will demand significant changes to how we move in and around North Northamptonshire in the future. The opportunity exists to deliver a transport strategy that is future proofed against the obsolescence of fossil fuel and safeguards the prosperity of the area.
- 7.3.2 Our transport strategy has been developed by Colin Buchanan and Partners and is outlined in their report "The Essential Transport Strategy"²⁴ and the masterplan and viability of our approach can be found in the Appendices to this document.
- 7.3.3 Our vision is for an integrated transport solution which uses the train, buses, cycleways and roads along with an innovative light rail solution (the "Shuttle" – see below) linking the three towns. Collectively these will become cornerstones of an exemplar transport scheme that delivers reduced congestion with a lower carbon impact.
- 7.3.4 Transport and physical infrastructure has been one of the major issues preventing and restricting growth in this region. Over the course of the last five years there has been a focus on finding a solution to the A14 and we have pleaded with the Highways Agency for direction and solutions.
- 7.3.5 The Highways Agency, which is responsible for the trunk network of this country, has changed its attitude enormously over the last five years. It has changed from being reactive to proactive, and transport solutions are now looked at in terms of their sustainability and environmental credentials, as well as how they influence travel behaviour and levels of integrated demand management. This approach is ground breaking in itself. In addition the Highways Agency is looking at actively engaging with the private sector over tariffs and roof tax to help create solutions.
- 7.3.6 However, the Highways Agency proposes that its preferred solution to the A14 capacity problem – which appears to be a collector distributor road between junctions 7 and 9 – will be completed by 2016. NCC has advised the previous Minister for Transport (Dr Stephen Ladyman MP) that such a solution will cost in the region of £250 million. In addition, the Highways Agency is looking at interim solutions such as traffic and access management at Junctions 7 and 9 and possible road widening between them to facilitate the growth.
- 7.3.7 Our alternative proposal, set out below, provides a new road network which, if implemented, would reduce traffic on the A14 and its' hotspots by 40% overnight. Our design also goes further and will reduce the impact of increased traffic created by the growth on the A45 (Stanwick Lakes to Thrapston), by shifting the traffic onto the A43 axis through the region. Due to the commitment from landowners to make their land available for this solution, the cost of our proposal is comparable to that of the collector distributor roads.
- 7.3.8 It is also important to note that our solution could be brought forward earlier than the Highways Agency proposal. It could be commenced by 2010, if we work with NCC using grant funding mechanisms such as the Transport Infrastructure Fund, the Community Infrastructure Fund or the Growth Area Fund ("TIF", "CIF" and "GAF"). This solution would create an immediate impact on the region.
- 7.3.9 Public transport is an essential element of our integrated transport strategy. We, together with Network Rail, are promoting the "Shuttle", an innovative light rail solution. The proposed Shuttle will be a system of modern, comfortable tram-type vehicles operating a service every 10 minutes on a route linking the main line stations at Wellingborough, Kettering and Corby, with four intermediate stations at major development nodes, extending beyond Corby centre to Rockingham Performance Park. The geography of the main line rail network in the region provides a unique opportunity for a light rail solution for these three towns comparable to the cost of Bus Rapid Transit.



7.3.10 The Shuttle can offer journeys 2 ½ times faster than Bus Rapid Transit and even faster compared to a conventional local bus system. The Shuttle would do much to reduce congestion and car reliance in the area. The Shuttle allows greater connectivity and increased productivity throughout the region with improved links to major UK cities. The system would facilitate speed improvements to the London to Nottingham mainline service and considerably enhance the region's image; attracting external investment and assisting job creation.

7.3.11 The Shuttle is the critical element to providing a transport spine that will unlock the potential of the region. We are also keen to promote high quality "last mile" solutions working off the shuttle spine. These will include improved cycle and pedestrian networks and we are keen to explore the potential of PRT solutions such as those being promoted by Daventry District Council.



7.3.12 The work carried out by Buchanan's identifies the key road improvements that are required to accommodate the development in the region – details of these are set out below.

7.3.12.1 **The A14 (1)**

The purpose of a solution to the A14 is to separate local and trunk traffic – and any alternative plan must offer the same travel time to users to be seen as a viable alternative. Looking at the region as a whole, we feel that the collector distributor roads would work better if we connected junction 7 into the Isham bypass at Isham. This, together with the dualling of the A43 between Kettering and Corby, would create a new north – south corridor through the region.

7.3.12.2 **Isham – Wellingborough improvement scheme ("IWimp") (2)**

This is a vital piece of infrastructure completing the north – south route between the Isham bypass and the improved A509. Unfortunately Northamptonshire County Council's recent bid for government funding for this scheme has failed, but we believe it is vital for the scheme to be built, and have therefore included it in our alternative business plan. The County Council's SATURN traffic modelling tool developed by Atkins, shows that this route needs to be dualled and that junctions on the A509 (to the south of the proposed Isham to Wellingborough improvement scheme) need to be upgraded in order to accommodate the increased volumes of traffic.

7.3.12.3 **Improvements to the A43, north of Corby (3 schemes) (3)**

This proposal represents the completion of the "spine" between the A1 and the A45, removing traffic from the A605 and will allow East Northants to focus on tourism rather than its' current situation of being a trunk corridor. The SATURN model is unable to demonstrate this solution properly as the importance of the spine between the A1 and A45 is not yet fully understood. This spine would provide connectivity and will give regional and local benefits.



7.3.12.4 **Kettering Eastern Avenue, Kettering (4)**

This is an important piece of infrastructure which runs along the eastern edge of the proposed new urban extension and complements the spine between the A1 and the A45. It will give the following benefits:

- Removes rat running traffic from Kettering
- Bypasses the villages of Weekley and Warkton
- Introduces a measure of relief to the A14
- Brings environmental benefits to existing residential areas in north – east area of Kettering
- Facilitates north – south regional movements
- Enables the implementation of the Kettering urban extension on the basis of the growth agenda

7.3.12.5 **The link between the A6 and the A509, Burton Latimer (5)**

We believe that there should be a dual carriageway link south of Burton Latimer between the A6 and the A509 / Isham bypass. The benefits of such a link are not in dispute. The SATURN model results show that introduction of the link significantly reduces flows on the A14 between J9 and J10, with a much more moderate effect on the A509. Again this solution will complement the spine.

7.3.12.6 **Senwick Road / Finedon Road, Wellingborough (6)**

This road to the east of Wellingborough close to the mainline railway station will not only facilitate the proposed development to the east of the railway station, but also development at Eastfield Urban Quarter. It will provide better access to Wellingborough mainline station and it is essential that there is a north – south road through Wellingborough.

7.3.12.7 **Titchmarsh Avenue, Thrapston / Islip (7)**

This new link between the A6116 and the A605 will provide a bypass to both Islip and Thrapston. It will allow the marina at Thrapston to develop and enable the regeneration of Thrapston to come forward, without having a direct impact on the A14.

It will also allow a traffic management scheme to begin by removing traffic from the A605 on to the A6116.

7.3.13 There follows a table of the estimated costs of these highway schemes and the Shuttle, where known. We will require grant funding from TIF / CIF / GAF to support all of these projects.

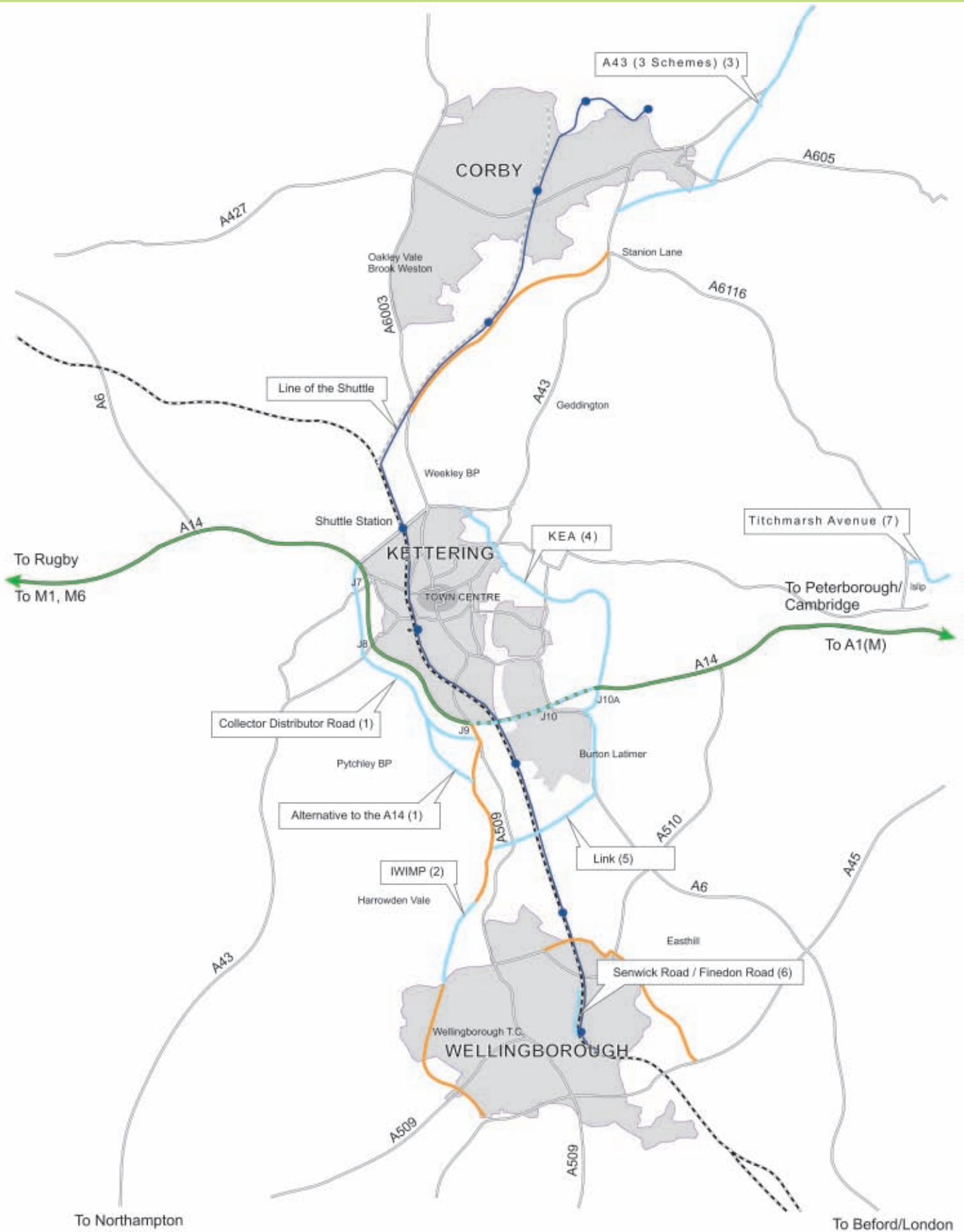
No.	Scheme	Construction cost
1.	Upgrading and alternative realignment of the A14, the spine, collector distributor roads, Kettering	£72 million
2.	"IWimp" Isham to Wellingborough improvement scheme	£13.7 million
3.	Improvements to the A43, north of Corby	£43 million
4.	Kettering Eastern Avenue, Kettering	£36 million
5.	Link between A6 and A509, Burton Latimer	£33 million
6.	Senwick Road / Finedon Road, Wellingborough	£15 million
7.	Titchmarsh Avenue, Thrapston / Islip	£15 million
8.	Shuttle – estimated capital cost if land provided by landowners	£110 million

7.3.14 The benefit of supporting this comprehensive strategy is that we have a vision and masterplan for the future for the region. It is important that green corridors, together with cycleways, are interwoven with new and existing development to achieve our ultimate goal.

7.3.15 As major stakeholders with regards to infrastructure, it is essential that the Highways Agency and Network Rail are supportive of proposed solutions.

7.3.16 Probably one of the most important benefits of identifying and agreeing a comprehensive transport strategy is that the funding, phasing and timing of implementing it can be agreed with some certainty, allowing residents to feel confident that we will not be in a "no infrastructure, no growth" situation.





Travelling from North Northamptonshire by rail you can be in London in under an hour, ideal for business and making it possible to visit an attraction any evening of the week.



Breakfast at home
lunch in Paris.





7.4 Education and Skills²⁵

- 7.4.1 The future of education and skills is strongly linked to our vision. By teaching the issues of low carbon living at school level and providing higher education opportunities relating to the emerging markets surrounding climate change, it will be possible for the area to develop a specialism that will attract quality jobs to the area and create a valuable skill base for the occupants of our region.
- 7.4.2 The current education and skills offering is barely adequate for our existing population. In order to bring about a step change in our children's aspirations and skills levels, and to provide the raw material to attract new and better jobs to the region, we need to fund new schools, further education ("FE") and higher education ("HE") provision.
- 7.4.3 Education and skills provision must underpin the delivery of the new jobs target and a vibrant regional economy, which is less dependent on logistics and manufacturing than in 2007. To achieve improved education and skills levels and maximise employment opportunities for residents, the education and skills providers of the region must improve their offering and provide more and better integrated lifelong learning and training opportunities to all residents. This will require much greater partnership working between providers and joint development of a curriculum that is linked to employment opportunities.

The Citizen for Sustainability programme

We are working with a secondary school in Kettering on a ground-breaking programme of study on environmental issues for children aged 11-14. The Citizenship for Sustainability programme will prepare students at Bishop Stopford School in Kettering for tomorrow's low carbon, resource efficient world as well as promoting the issue of sustainability within schools and the wider community. The programme, which has been designed to link in to other aspects of the national curriculum, will be rolled out to coincide with changes to the Key Stage 3 curriculum, from September 2008.

- 7.4.4 We set out below our proposals for improving education and skills in our region, the estimated costs of doing this and the potential source of funding for these projects.
- 7.4.5 **Primary and secondary education** - provision of statutory education for 3 to 19 year olds is controlled by Northamptonshire County Council ("NCC"). NCC has introduced a tariff for all new housing developments, based on the predicted number of pupils that are produced by each type / size of dwelling. The numbers of new primary schools (23) and secondary schools (4) to cater for the growth are not disputed.



²⁵ The approach to education has been informed by work from the University of Northampton, the LSC and Northamptonshire County Council (see Appendix 8)





7.4.6 **Academies programme** - In addition to the new secondary schools, we believe there should be up to 7 new academies to be built to replace existing schools, helping to attract talented teachers and create the best climate for learning.

7.4.7 **Further education** – we believe that new FE campuses in Corby and Wellingborough and additional facilities in Kettering are needed, to include a hub for the National Academy for Construction Skills at Corby, through which multiple providers will deliver courses to youngsters and adults up to degree level. We understand that the new Tresham campuses are agreed in principle by the Learning and Skills Council (“LSC”) and will become part of its capital programme. A bid is being put together by Tresham Institute for submission by year end 2007. It is believed that new facilities in Corby and Wellingborough plus an additional building at the new Kettering site will be proposed by the LSC and Tresham, though the exact locations are not yet finalised.

7.4.8 **Apprenticeships** - to support the provision of apprenticeships for our young people, our idea is that we should develop a programme providing central government match funding to employers for the wage costs of new apprentices they take on.

7.4.9 **Adult upskilling and reskilling** – we believe that a new pilot programme is needed for the region to adapt the existing Train to Gain programme for our adult workforce, who are not in work or displaced from their old job because they have not got the right skills (they would not be eligible for Train to Gain which is for employed adults only).

We calculate that up to 20% of our adult workforce may need to be retrained and up-skilled (approximately 10% of our region’s adult workforce benefited from Train to Gain in 2006).

7.4.10 **Higher education** – a physical university presence is vital to the aspirations of our youngsters and to provide the raw material for attracting inwards investment leading to new and better jobs, preventing the current brain drain out of the region. We understand that the University of Northampton is planning in the future to deliver degree level or level 4 courses out of a new satellite, ideally a new purpose built building as part of the proposed new Tresham College site in Corby. HE is increasingly being delivered to part time students who also have jobs, or through online channels, and the University believes that a new full campus would be instantly obsolete and not in accordance with the current government agenda on universities, skills and innovation.



7.4.11 **Retaining graduates** – The University agrees that the critical issue is how to retain graduates locally and has indicated it would support a Bee Bee proposal to the government to write off student debt where graduates commit to a local employer (e.g. the LEA) for a minimum period of say 3 years in a sector where there is great need e.g. education / science sectors. This proposal is not at submission stage and would require further work.

7.4.12 The estimated capital and revenue costs of these proposals are:

Item	Capital cost	Funding source
23 new primary schools with nurseries attached by 2020	£5.75m per school (land to be provided free by developers)	Almost exclusively through s106 / developer contributions. Any gaps to be funded by NCC capital programme, Schools for the Future / PFI.
4 new secondary schools by 2020, 2 in Corby 1 in Kettering 1 in Wellingborough	£30m per school (land to be provided free by developers or use existing NCC sites)	S106 / developer contributions to cover large proportion of cost, but unlikely to cover full capital cost. Any gaps to be funded by NCC capital programme / Schools for the Future / PFI.
Up to 7 Academies by 2020, to be located on new sites. Likely to be in Kettering, Wellingborough and East Northants	£30m per school plus £1m+ private funding per school (assumes land to be provided free by developers)	Academies programme (not yet allocated under current programme). Private sector sponsors (not yet identified, could be developers).
New Tresham Campus, Corby by Sept 2010, to include National Academy for Construction Skills regional hub	£30m capital cost NB this includes cost of land purchase	LSC has allocated majority of capital funding, remainder from loans / regeneration grants / private sector). Revenue funding part of existing LSC settlement.
New Tresham Campus, Wellingborough by Sept 2010 onwards	£25m capital cost NB this includes cost of land purchase if necessary	Required majority of capital funding identified by not allocated yet by LSC. Additional capital funding from loans / regeneration grants / private sector. Revenue funding part of LSC settlement.
Expand new Tresham Campus, Kettering from Sept 2010 onwards	£5m to £10m capital cost of new wing on existing site	Capital funding to be formally identified and allocated as part of bid. Revenue funding to be part of LSC settlement.
National Academy for Construction Skills regional hub – match funding for new apprenticeships to support hub	Additional revenue cost of £0.78m p.a. for 10 years required to match fund employers contribution for apprenticeships (200 x £3,900 p.a.)	Not allocated – LSC would require additional grant as revenue funding for growth area pilot scheme to encourage employer take up. Proposal is for apprentices wage / on cost to be subsidised by £75 per week.
Adult reskilling programme – adaptation of Train to Gain for not in work / displaced adults	Additional £5m to £10m per annum revenue cost for 10 years, based on 10,000 to 20,000 individuals to be retrained over 10 years	Revenue funding not allocated, will require central government policy change or pilot status in the region. Should not require capital funding as assumes existing FE premises are used.
University of Northampton delivers degree courses through new Tresham College campus in Corby	£4m for the 2 satellites Revenue funding for additional students – estimate $500^{26} \times £12,500^{27} = £6.25m$ pa	HEFCE bid for capital cost
Write off of student debt in exchange for agreeing to take local graduate job in needy sector e.g. education or health	Up to £24,000 per student x 500 p.a. = £12m p.a.	Central government agree write off ²⁸

²⁶ Estimated number of new local students in FE / Train to Gain or HE is 1,000 per annum, of which we assume 500 in HE.

Estimate suggested by University of Northampton.

²⁷ Annual revenue funding per student in HE is made up of approx £4,500 paid direct to HE institution, £3,000 paid by student for fees (covered by student loan), £5,000 paid under student loan to student for living costs.

²⁸ Write off of student debt to ensure good candidates fill certain graduate jobs such as science teachers is already normal practice, but not on such a large scale.





7.5 Health and social care

7.5.1 Health and social care will require a significant step change in service provision to reach even average East Midlands levels. In 2004 the number of health and social care workers in North Northamptonshire was 37.8 per 1,000 of the population, as against East Midlands ratio of 51 and the national average of 52.4²⁹. This represents chronic under-investment.

7.5.2 The government must agree to increase HEP revenue funding to at least East Midlands levels, if not greater, as a matter of urgency. We suggest the number of required jobs required is agreed and then targeted.

7.5.3 The MKSM Health and Social Care Project's strategic framework advocates developing a network of mixed use community health facilities close to where people live. These new "spoke centres" in the urban extensions will give Kettering General Hospital additional capacity, rather than provide a new acute hospital. This is in line with central government's current thinking in terms of the future of health care. These will be funded partly by developer contributions and partly through public / private LIFT projects.

7.5.4 In addition, we propose building a new specialist facility such as a training centre or a clinical school with stronger links to locally provided higher education, to enable the region to become a "beacon" for health. This would ideally be located in Kettering, in a "medi-park" close to the existing or relocated acute hospital, to benefit from a collegiate culture. The capital cost of such a development (private sector funding) would be around £30 million, though this has not been fully explored or costed yet.

7.5.5 Northamptonshire PCT is undergoing regional public consultation in 2007/8 as part of the national initiative on the future of healthcare following Lord Darzi's review. It is recognised, however, that it is very difficult for the health service to plan accurately for a 25 year period.

²⁹ See Appendix 2.



7.6 Delivering the vision of low carbon sustainable development

- 7.6.1 Of equal importance to having a vision, a business plan must have mechanisms put in place for its successful delivery. These are set out in this section. The delivery of our vision for exemplar sustainable development on a regional scale will help promote North Northamptonshire and create a purpose for the area. This will attract inward investment, help create jobs and bring about a step change in the prospects and prosperity of the area.
- 7.6.2 The risk of not delivering at this level will be the production of more mediocre development that does not unlock our region's true potential, hindering future prosperity and creating limited benefits for our existing communities.
- 7.6.3 The scale of growth opens opportunities to deliver low carbon infrastructure, including localised renewable energy projects, water recycling and higher resource and waste efficiency. Investment in these areas will not only create savings to residents over time but will contribute to job provision, industry expertise and the perception of the region as a progressive and smart area to live and invest in.
- 7.6.4 The "Regional Renewable Energy Strategy"³⁰ by PB Power

sets out a strategy for how the region could deliver sufficient renewable power to meet the targets for new developments moving towards zero carbon by 2016. The report highlights the obstacles to delivery: due mainly to regulations surrounding the generation and transmission of power from renewables, and lack of leadership from the public sector in the provision of renewable resources such as biomass and waste.

- 7.6.5 What is clear from this report is that if these obstacles could be overcome, there is sufficient resource in the region to provide renewable energy not only to the new developments but also to existing communities.
- 7.6.6 The delivery of this strategy will require support from the local Borough Councils and the District Council through the planning process and leadership from government to breakdown the barriers to delivery.
- 7.6.7 To date we have invested an estimated £400,000 in developing low carbon solutions such as community scale greywater recycling and energy from waste plants. However, the implementation of these schemes has been frustrated due to the lack of government mandate in this area, a lack of formal guidance and prohibitive regulation or legislation.



7.6.8 In order to restore private sector confidence, we believe that a strong government mandate is required to promote investment in projects that promote sustainability and low carbon living. We strongly suggest that an independent body acting as a facilitator between the public and private sector, using our region as its example, could make the swiftest progress in overcoming the barriers to delivering the vision.

7.6.9 We have outlined the concept of a “Centre of Excellence” for sustainability in North Northamptonshire to act as this body. The Centre of Excellence would have the following roles:

- Provide due diligence demonstrating that the vision is robust and deliverable
- Provide guidance on best practice to achieve exemplar low carbon sustainable development
- Providing governance and a mandate to facilitate the funding and delivery of projects promoting the vision
- Provide feedback to government to help identify and overcome obstacles to delivery

7.6.10 We have approached Jonathon Porritt and his team at Forum for the Future as a potential organisation with the correct skills and national credibility to champion the Centre of Excellence.



An example of an electric car



Community scale greywater recycling is one of low carbon solutions



Eco home. Picture courtesy of Living Villages





7.7 Marketing the region as a whole

7.7.1 In order to support and deliver the vision, we believe that it is vital that our region functions as a whole and is perceived (particularly from outside the region) to have a distinct identity. Perceived separately, the region is a random collection of small market towns, each of approximately 70,000 people, which will fail to attract any significant inward investment or external interest, as it lacks the critical mass to compete with other cities and regions.

7.7.2 It is important to realise that as a whole this is the biggest development zone outside of the Olympic project. Already, Priors Hall is the third biggest construction site in the UK. The benefits of amplifying the scale and the opportunities for residents that this region will generate as a collective must not be under-estimated.

7.7.3 Today, the region is the same size as the Milton Keynes area. It has got to deliver growth at a similar rate to Milton Keynes, which in its earlier development days had the largest "corporate" marketing budget available to promote itself. As a collective, we have to compete with Milton Keynes to attract creative new companies, bright new people and quality developments. We believe that it is essential that we move away from branding at a local level.

7.7.4 We suggest that collectively we come up with a more marketable brand for our region, which highlights the extraordinary natural assets of the area, for example "The Nene Valley".

7.7.5 It is evident that if our region functions, markets itself as, and is perceived to be a whole, then it will attract much more inward investment. This will grow the local economy and increase jobs, salaries and land values. Investors and agencies alike will also be able to deliver results and successful growth much more effectively when plans can be agreed through one collective body rather than three distinct boroughs and one district.





Rockingham Motor Speedway



Weatherbys



Weetabix



Fairline Boats



Rockingham Castle



8. The partnership commitment

8.1 The deal we are offering

8.1.1 The question is: who pays for the delivery of the business plan and vision and how is it delivered? We believe that to be successful a number of ingredients must be present. The growth must be supremely well managed by the public agencies all pulling together. New infrastructure to cure existing shortcomings and bring new assets to the region has to be committed and built up front. This will ensure that the level of take-up of new housing meets government targets and should result in increased land values. This, in turn, should enable landowners and developers to pay for the growth in the long term, with the commitment to new infrastructure giving them sufficient certainty to allow them to develop their land in the first place.

8.1.2 The region is unique in all the growth areas because it is a collection of towns and villages rather than an existing large town or city – it simply does not have the pulling power to compete with other areas as yet. Our region therefore needs a unique, innovative solution

8.1.3 In outline, the suggested three way partnership is:

- Local government – to deliver the growth, the three Borough Councils and one District Council must agree to function as a collective in one of four ways: either by way of a single tier unitary authority; by upgrading NNDC to a fully fledged development corporation; by merging

West Northamptonshire Development Corporation with NNDC; or by constituting the area as a new town.

- Landowners – to pay for the cost of infrastructure in the long term, landowners must agree to give up 50% of the increase in their land values over and above an agreed minimum as the tariff.
- Central government – to ensure that the take-up of new homes meets the targets and to improve the area, central government must commit to fund the provision of key infrastructure projects up front in order to bring about the necessary step change.

8.1.4 The next sections summarise the detail on how our suggested three way commitment works.

8.2 Local government commitment

8.2.1 We know that this part of the three way deal may be the hardest part to deliver because of the history and heritage of our region; but we believe we must find a way to work successfully as a collective. We believe that the current partnership of the JPU and NNDC is not strong enough to deliver the growth agenda, mainly because of two reasons:

- (i) the difficulties and at times impossibility of overcoming competing interests of the Borough and District Councils when they are faced with



- creating a viable single region challenged with growing from 275,000 people to 400,000 people within the next 14 years; and
- (ii) Northamptonshire County Council's role as the co-ordinator of central government funding, which, as we have said earlier, makes it difficult for the area to access all streams of available funding, e.g. the Academies Programme or Communities England funding.
- 8.2.2 In reality we think that any body set up as per the JPU or NNDC in the circumstances of competing and politically differently constituted councils would inevitably have to compromise. We are not setting out in any way to blame these public bodies – they have done the best they can in difficult circumstances in respect of what is a mammoth task. However, we take the view that if we continue down the same route then they will always end up compromising or going for the lowest common denominator in terms of making decisions about the infrastructure required.
- 8.2.3 We are not blaming the councils either for their stance as it is only natural. However, because sharing assets in our region would be counter to normal behaviour, it is unrealistic and unfair to expect our existing councils to suddenly behave as a collective. This is why we believe it is so important to advocate a formal structure for collective responsibility. Without this, we believe we would be setting ourselves up for failure.
- 8.2.4 To take a real life example – all three of the major towns desire good retail facilities, including, for example, a flag ship department store, but it simply cannot work like that as there is insufficient volume of spend to allow retailers to have three competing offerings so closely located. It is therefore logical and commercially imperative to focus on complementary retail offerings, capitalising on existing strengths, that can be sustained and help stem the tide of retail spend leaving our area. Similarly, it makes no sense to have identical large cultural or sporting facilities in each town. Unfortunately we all know that this goes against the grain of human nature, with every council trying its best to secure new infrastructure assets for its residents, despite this not being a realistic expectation.
- 8.2.5 We believe that there are very many benefits to centralising powers and resources for delivering the growth agenda into one body. In particular, experienced human resources for dealing with the very difficult task of implementing the growth agenda will be better utilised. At present it is hard to recruit individuals of sufficient quality – this is not London or the South East and salaries are lower. North Northamptonshire is a relatively unknown region. We believe it is far better to pool resources, attract high calibre individuals for delivering the growth, for example planners, housing specialists and the like. There will inevitably be cost savings obtained from collapsing certain council functions, which in business would be referred to as “back offices”, into a central unit.
- 8.2.6 The planning issues surrounding the implementation of the urban extensions are legion and can be complicated. Having a dedicated, fully resourced central team with full planning powers would assist immensely in the improving the certainty of delivery. This would also make it a lot easier for developers as service levels could be more efficiently maintained and planning permissions dealt with more smoothly.
- 8.2.7 Having a centralised housing strategy and policies, as discussed elsewhere in this paper, would be of huge benefit to the local communities and allow us to get it right and at the same time be flexible to local needs. A centralised body would be the only way that this could be successfully delivered in the present circumstances.
- 8.2.8 A central body is also essential in the delivery of the growth agenda, acting as banker for the strategic contributions from developers and funding from central government, allowing for the money to be spent under one budget covering all the area. Decisions would, we believe, be much easier to make for the good of the region as a whole if such a body were formally constituted.



8.2.9 Other benefits would be the ability to speak with one voice – vital when it comes to lobbying central government for further funds. The ability to market the region as a whole would be relatively simple, and the body would be effectively placed for dealing with issues such as PR. A body that has collective responsibility has the capability to adopt and deliver a vision. We have serious doubts whether any vision could be implemented by the current set up.

8.2.10 We believe that it actually does not matter a great deal as to the exact mechanism to use to constitute such a body and that any of the four suggestions we make above would work. We accept that there would have to be a great deal of consultation on this point, and would urge that this is done as soon as possible and all possibilities are fully explored.

8.3 Landowners' commitment

8.3.1 As we have said earlier in this paper, landowners need incentives to bring forward their land for development, in particular, certainty of return which translates to certainty that infrastructure will be put in place to make their developments sufficiently attractive to house buyers that in turn will create the pull factor to increase land values. Developments, especially large urban extensions, have complicated financial models that allow landowners to predict with some certainty whether a development is commercially viable or not. Developers and landowners will not bring their land forward for development if the numbers are not robust, but equally expect to pay their fair contribution if the numbers make commercial sense.

8.3.2 What we are offering is unique in the UK as the Bee Bee Developments Stakeholder Group either owns or controls through various consortia the majority of the land in North Northamptonshire that is earmarked to deliver the growth. In effect we are in a position to really assist with the delivery of the growth unlike any other area. The risks may be perceived to be high, but the chances of success are higher, because of the ability of the public sector to deal with and get to know one committed landowner.

8.3.3 Our area is also unique because of current land values, which, as we have said, are trading at a significant discount to other competing growth regions that are commutable to London and other local areas. This disparity in land values is highly unlikely to continue in the long term – we have a once in a lifetime chance to capitalise on rising land values to improve our area and deliver the growth agenda successfully.

8.3.4 We believe that there is sufficient potential development gain for landowners to give up 50% of their potential uplift in value above an agreed base value. This is true both for green field developments and brown field developments. Ascertaining the base value is key – landowners need absolute certainty on the mechanism to be used to arrive at this figure to feed into their financial models and to ensure that the budget and cashflow forecast will work as a whole.

8.3.5 The principle of sharing the land value reflects the spirit and commitment of rewarding central government for funding the crucial step-changing infrastructure upfront. At present, this region can only afford to pay minimal roof tax as the land value of serviced plots is approximately half of that achieved in Milton Keynes. If through its purpose and vision, North Northamptonshire can be as attractive as Milton Keynes, then roof tax collected here will be greater than the roof tax currently collected in Milton Keynes.

8.3.6 Our offer to share our increase in land values is conditional upon local government working as a collective as set out above and central government funding the necessary infrastructure up front as described below. It will not work without a three way commitment.

8.4 Central government commitment

8.4.1 We would like central government to consider and accept that our business plan is worthy of support. If central government was able to support our business plan, the burden of funding the up front infrastructure will not fall solely on DCLG, as the region will have the opportunity to access funding for the growth from other departments.



8.4.2 Our business plan demonstrates that a roof tax mechanism can work in circumstances where the private sector volunteers additional funding to stimulate growth. It will return larger sums of money into the region and give a robust funding mechanism. This will mean that only minimal amounts of additional government funding will be required for the future. The concept of applying to DCLG every three years for £100 million to fund what can only be, by their nature, short term requirements, is not what is needed to win the commitment of the landowners.

8.4.3 The economic benefits of our business model show that there will be £1 billion business generated every year on top of the current business in the region. It will demonstrate that the growth can cure and regenerate the region; it will provide a framework and a collective masterplan that will allow all government departments to work together to stimulate the growth in the UK economy in this region.

8.4.4 If central government is willing to commit to funding this new infrastructure, it will see a massive return on its investment through the repayment of 50% of land values from landowners. This is a far higher percentage return to the public sector than is normally the case – around 20% or less in normal developments.

8.4.5 The best thing about our suggested deal is that it gives all three parties equal risk and equal parts to play in successfully delivering the growth. This symbiosis will help to ensure that all party are committed to its success.

8.4.6 The overriding benefit of such an innovative, collective plan is that it will allow the burden of paying for the infrastructure not just to sit with the Department for Communities and Local Government but allow other funded government departments, programmes and agencies, such as Communities England, to support the government's growth agenda in our region for the good of its residents.



Landowners and local government attend the topping out of the Corby Business Academy



9. Conclusion

- 9.1 The main advantages of our proposal can be highlighted as follows:
- Having a single delivery mechanism at local level which is focused on the regional issues. This will give a positive directive to central government and landowners that there is a willingness and an understanding of the issues of delivering and embracing a growth agenda.
 - Having a collective vision and masterplan for the region on this scale allows central government to encourage other funded departments to support the growth agenda in our region, rather than leaving the responsibility entirely with DCLG.
 - With a focus on training and education, we can produce a new workforce which has a basic understanding of sustainability and environmental issues, as well as the other economic engines that support the region, such as distribution and the servicing of the rapidly growing online retail sector.
 - A comprehensive look at the region has allowed us to identify the regional and local infrastructure shortfalls. Having a vision to address these helps accelerate delivery of solutions and helps to prove the gravitas and credentials of the region.
 - The financial benefit that could be offered through the delivery of this business plan, together with our suggested step change, means that there could be a contribution of approximately £1 billion – three times as much as could be offered under NNDC's business plan.
- 9.2 If our proposal is not collectively embraced, then we will be left with infrastructure for only the new developments and there will be no benefit for the 270,000 residents already living here today.
- 9.3 The main disadvantage of our proposal is that it has come from the private sector and not the public sector. Historically, the public sector has struggled to embrace and engage with the private sector over major infrastructure and strategic issues such as those that we are contemplating in our region; however the offer of a three way partnership should help to remove these uncertainties.
- 9.4 If our proposal is accepted we hope that through North Northants Development Company, the three Borough Councils and one District Council, DCLG and other stakeholders, we could encourage further investment. The due diligence required in 2008 to establish and audit the various costings and economic models, the amending of the Core Spatial Strategy in light of the Examination in Public, and the airing of the benefits to local people and communities will cost a considerable sum of money and we suggest that we should consider all contributing to this equally.



We hope and trust that you will support our ambitious vision and business plan for North Northamptonshire. Please feel free to contact us at any time, we would like to hear from you.

**Please log on to the Business Plan website
to let us know your thoughts or to register
your support:**

www.nnbusinessplan.co.uk