

LICHFIELDS



North Northamptonshire Investment Framework

North Northamptonshire Joint Planning & Delivery Unit

Final Report

May 2019



Kettering
Borough Council

Borough Council of
Wellingborough
Making Wellingborough a place to be proud of



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Executive Summary (1)

This study prioritises the key infrastructure investments required to achieve transformational growth across North Northamptonshire

North Northamptonshire partners are committed to supporting delivery of the transformational growth identified in the adopted Joint Core Strategy (JCS), and to exploring the potential for additional growth in the context of the new opportunities arising from the Oxford to Cambridge Arc.

The North Northamptonshire Joint Planning and Delivery Unit ('JPDU') commissioned Lichfields to prepare an Investment Framework to identify measures to accelerate the delivery of planned housing and employment growth over the period to 2031 and beyond. The Framework provides a comprehensive set of infrastructure requirements that will enable planned employment and housing growth to be accelerated and that will also help unlock further potential in the longer-term.

The Investment Framework provides a robust evidence base for discussions with investors and to support funding bids. In particular, it will inform discussions with the Government over a growth deal or other tailored package of support to enable North Northamptonshire to contribute substantial early economic and housing growth to the Oxford-Cambridge Arc. The Joint Planning and Joint Delivery Committees consider that, with an appropriate package of support, it is feasible that North Northamptonshire could deliver high quality homes at a rate 40% higher than in the past and 20% above nationally assessed Local Housing Need¹.

Whilst the overriding focus of the North Northamptonshire Investment Framework ('NNIF') is on investment in infrastructure, the study also considers projects and complementary interventions in relation to economic development, housing and place shaping that could diversify and strengthen supply of and demand for homes and jobs across North Northamptonshire. The NNIF is intended to complement existing strategy, policy and evidence base documents such as the North Northamptonshire Joint Core Strategy and accompanying Infrastructure Delivery Plan. Key findings and conclusions are summarised below.

¹ Annual average NN housing completions 1991-2018 = 1,535 pa; LHN using standard methodology = 1,813 pa

- 1 The NNIF has been prepared at an important juncture in North Northamptonshire's growth trajectory as the area builds on the momentum associated with a large and varied portfolio of major mixed-use development to accommodate recent and expected future growth in its population and business base. The recent release of a range of strategies at the national, sub-regional and local level seeking to boost productivity and local economic performance provide a timely opportunity for partners across North Northamptonshire to evidence the contribution the area (and its key development locations) can make towards achieving these overall objectives through provision of the required supporting infrastructure.
- 2 Adopted in 2016, the North Northamptonshire Joint Core Strategy provides a key starting point for the NNIF and sets out an overarching spatial strategy and associated growth targets for the area. Good progress has been made over the first few years of the JCS period in delivering on its ambitious growth agenda, supported by a generally strong housing and commercial property market. However, a number of North Northamptonshire's key development sites (including the SUEs where the majority of growth will occur) have been affected by recurring delivery factors including those relating to infrastructure, market viability and planning. These factors – which have also been identified by previous technical work and are not unique to North Northamptonshire - will need to be tackled and overcome if the scale of growth implied by the JCS is to be realised, and will form a key component of forthcoming funding bids and agreements. There is a real risk that planned development and recent progress will stall if infrastructure funding is not secured in the short term.
- 3 These factors provide an important backdrop to the development of a prioritisation framework through this NNIF that assesses the relative contribution of a portfolio of 107 potential 'economic infrastructure' projects in supporting housing and employment growth as well as wider place making over the remainder of the JCS period to 2031 (and beyond). The results from this prioritisation are presented as a separate 'live document' which can be updated periodically going forward, although a summary of the highest scoring and therefore highest priority projects (as at May 2019) is included in this report.

Executive Summary (2)

A series of overarching investment priorities are identified, alongside some considerations to inform the next steps in securing the investment required

- 4 This prioritisation process highlights a number of key considerations for the JPDU and its partners to take account of and inform the next steps in securing the public and private sector investment needed for accelerated delivery of the adopted JCS for North Northamptonshire. These concern:
 - a. The role of the various projects in supporting different levels and types of growth across North Northamptonshire;
 - b. The relative balance between housing and employment growth outcomes associated with individual projects included in the NNIF; and
 - c. The scope to package up individual projects to consider as part of a wider package of linked or related projects where this can result in a higher overall level of priority.
- 5 The report also starts to identify a number of complementary measures and mechanisms which could be included within the overall ‘ask’ as part of future funding and support packages to help facilitate future delivery of housing and employment growth. These do not represent projects per se but instead relate to growth enabling processes and procedures.
- 6 The NNIF provides an opportunity to consider growth enabling infrastructure requirements for North Northamptonshire in a genuinely holistic and strategic way, and a key theme that has emerged throughout its production is that of place shaping, and the need to focus on wider requirements – beyond housing and employment development – that are essential for building and maintaining sustainable and prosperous communities.

The importance of achieving these wider place shaping objectives should not be underestimated and place making interventions will need to feature prominently within any comprehensive package of infrastructure requirements for delivering planned growth across North Northamptonshire over the period to 2031 and beyond. This might mean that projects focused around themes such as health and wellbeing, natural capital, social and cultural infrastructure will need to be subject to a slightly different set of appraisal criteria for prioritisation to those considered as part of the NNIF, and potential sources of funding to deliver particular projects will differ from those targeted primarily at housing and employment delivery.

- 7 A consistent issue that has been identified throughout the NNIF relates to the current lack of a coherent and compelling economic narrative and strategy for North Northamptonshire; one that articulates existing economic strengths and USPs and focuses attention and resources on areas where concerted effort is required by partners to maximise the area’s growth potential and realise key growth priorities. This is particularly pertinent at the current time as economic visioning and strategy work is underway across the wider sub-region, and it is recommended that progress is made to address this gap in the evidence base as an immediate action to ensure that delivery of the NNIF and associated projects can benefit from a coherent and well evidenced economic strategy for North Northamptonshire. This report provides some initial suggestions for framing an economic strategy, focused around a high level analysis of key economic strengths, weaknesses, opportunities and threats to transformational growth.

Structure

1 Introduction

2 Context

3 Growth targets and delivery

4 Infrastructure investment priorities

5 Conclusions

1. Introduction

Lichfields was appointed by the North Northamptonshire Joint Planning and Delivery Unit to prepare an Investment Framework for North Northamptonshire

Introduction

The purpose of the NNIF is to identify measures to accelerate the delivery of planned housing and employment growth across North Northamptonshire over the period to 2031 and beyond by providing a comprehensive set of infrastructure requirements for delivering this planned growth. It also provides an objective evidence base for securing growth deal funding or other tailored packages of support from Government to help deliver an accelerated rate of housing growth and economic development across the area, recognising and reflecting North Northamptonshire's inclusion within the Cambridge-Milton Keynes-Oxford ('C-MK-O') Arc, which has been designated a national growth area.

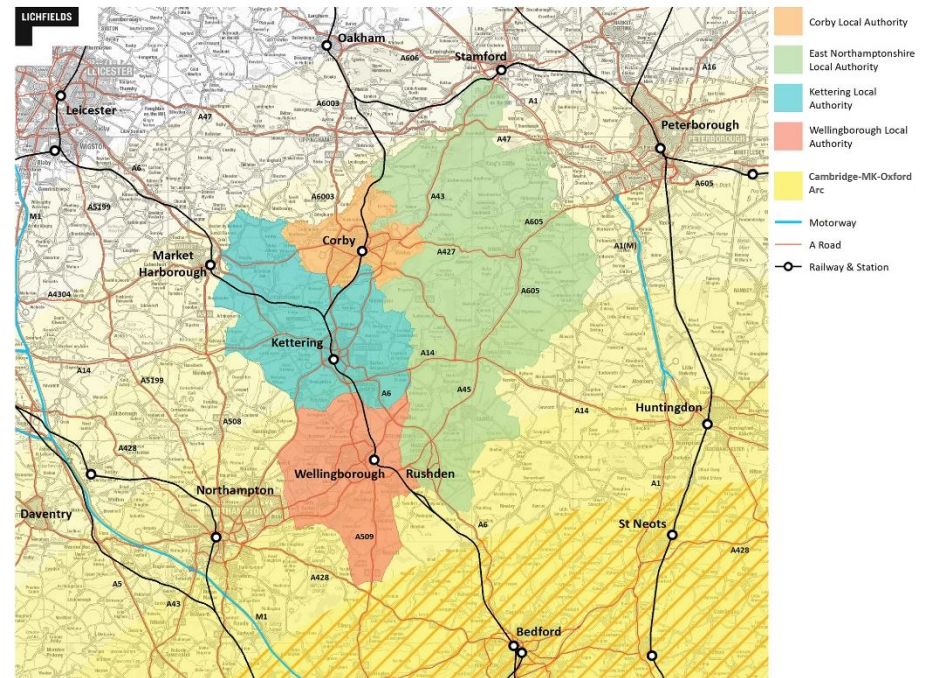
A key objective of the NNIF is to identify, map and prioritise the strategic investments – from both private and public-sector - required to bring this capacity forward. The overriding focus is on investment in infrastructure, but the NNIF also considers projects and complementary interventions in relation to economic development, housing and place shaping that could diversify and strengthen supply of and demand for homes and jobs across North Northamptonshire. The overall methodology for the study is shown overleaf.

North Northamptonshire Study Area

North Northamptonshire comprises the local authority areas of Corby, Kettering, Wellingborough and East Northamptonshire, as shown in Figure 1.1. It represents a single Housing Market Area which benefits from good strategic transport links. Under current proposals for local government reorganisation, the four local authority areas would merge to form a new unitary authority.

The four partner councils, along with Northamptonshire County Council, collaborate through a Joint Planning and Delivery Unit (JPDU), reporting to a Joint Planning Committee (JPC) and Joint Delivery Committee (JDC). The JPC adopted a Joint Core Strategy (JCS) for North Northamptonshire in July 2016 which sets out an ambition to deliver a nationally important scale of growth, with a minimum 35,000 new homes and 31,100 jobs between 2011 and 2031 (see right). This will be delivered primarily through a number of committed Sustainable Urban Extensions (SUEs) which are among the largest residential developments anywhere in the country.

Figure 1.1: North Northamptonshire Context



Source: Lichfields

JCS Growth
Targets
(2011-31)



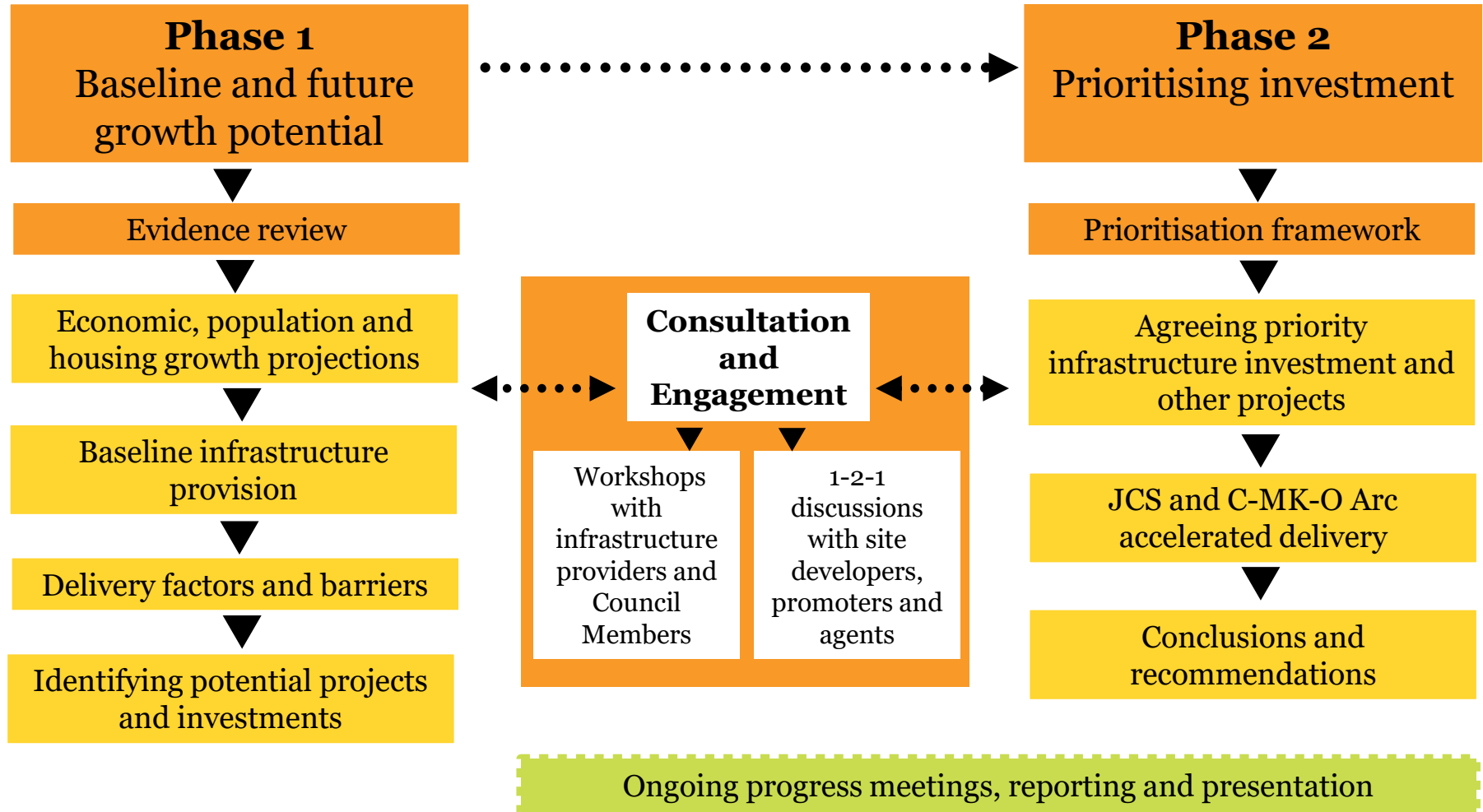
31,100
Jobs



35,000
New
Homes

1. Introduction

The study follows a two stage approach to identify measures to accelerate the delivery of planned housing and employment growth over the period to 2031



1. Introduction

The NNIF provides an objective assessment of projects and interventions that offer greatest prospects of supporting and unlocking growth across the study area

Basis of Assessment

The NNIF has been prepared to provide an independent, objective assessment of the private and public-sector investment that is needed to achieve an accelerated pace of delivery of planned housing and employment growth over the JCS period to 2031, as well as longer term projects that could support growth post-2031. Whilst the NNIF focuses upon the period to 2031, it also provides a platform for taking a long term view beyond the planning period, and further work will be undertaken to provide a longer term perspective to 2050.

Within the context of finite resources and a constrained public sector funding environment, it is essential that potential projects and investments are considered carefully in terms of their ability to directly support economic growth objectives whilst also taking account of standard appraisal approaches for public sector projects relating to deliverability, value for money and timeframes. In this respect, the NNIF is required to prioritise investment in infrastructure and growth enabling projects that offer greatest prospects of supporting and unlocking delivery of new homes and jobs. This will allow for the continued delivery of major sites and to achieve the level of accelerated growth associated with the area's recent inclusion within the C-MK-O Arc.

Limitations and Caveats

An important consideration for any work of this type is that it is inevitably a point in time assessment. The work has incorporated the latest data, assumptions and other available evidence at the time of preparation. Although this has been checked and verified where possible, the veracity of third party sources cannot be guaranteed.

For the various infrastructure themes considered, potential measures and projects have been identified through the review of evidence and the consultation process. Where interventions are noted, they are not necessarily exhaustive and are likely to be subject to more detailed scrutiny and review in due course. In particular, the status of individual projects and investments is likely to change on an ongoing basis, for example as particular developments are completed and funding becomes available/is announced. For this reason, it is recommended that individual projects and interventions are reviewed and updated regularly.

Consultation

The study draws upon consultation with a range of local and sub-regional stakeholders including infrastructure providers, residential and commercial developers, property agents active in North Northamptonshire, and local authority Officers and Members, as detailed in Appendix 1. Consultation has been carried out through a series of 1-2-1 interviews and stakeholder / Member workshops which were held in September 2018.

Structure of Report

This report is structured as follows:

- Section 2.0 sets out the background and **context** within which the NNIF is prepared;
- Section 3.0 reviews existing **growth targets** for North Northamptonshire and the key sites and locations expected to accommodate this growth over the JCS period to 2031;
- Section 4.0 identifies and **prioritises future infrastructure investments** and sets out a number of key considerations which will inform the next steps in securing the investment required to enable growth; and
- Overall **conclusions** and suggested next steps are set out in Section 5.0.

A list of key reference documents is provided at Appendix 2, with a Glossary included at Appendix 3.

Structure

1 Introduction

2 Context

3 Growth targets and delivery

4 Infrastructure investment priorities

5 Conclusions

2. Context: Strategic policy drivers (1)

The national Industrial Strategy provides an important policy backdrop to the NNIF, identifying infrastructure as a key driver of productivity

Industrial Strategy: Building a Britain fit for the future

Published in November 2017, the Government's Industrial Strategy sets out the long-term plan to boost productivity and earning power throughout the UK. It provides an important macro policy backdrop to the NNIF, and identifies five overarching 'foundations of productivity', each of which becomes the focus of long-term strategic policies:

1. **'Ideas'** pledges to strengthen the UK's Research & Development (R&D) activities and ensure that discovery is translated into commerce, including investment of £725 million in new Industrial Strategy Challenge Fund programmes to support innovation.
2. **'People'** sets out aspirations to develop the UK's technical education system to stand alongside the world-class higher education system. This includes investment of £406 million in maths, digital and technical education, helping to address the shortage of science, technology, engineering and maths (STEM) skills.
3. **'Infrastructure'** outlines a number of funding streams to boost transport, housing and digital infrastructure, including an increase of £31 billion to the National Productivity Investment Fund.
4. **'Business Environment'** pledges to launch and roll-out Sector Deals (partnerships between government and industry), with the first being in life sciences, construction, artificial intelligence and automotive sectors. Meanwhile the Government outlines plans to drive in excess of £20 billion investment in innovative and high potential businesses.
5. **'Places'** outlines the introduction of Local Industrial Strategies (LIS) which will set out the long-term strategy and priorities that build on local strengths, address weaknesses and deliver on economic opportunities across all parts of the UK.

The Industrial Strategy re-enforces the rationale for developing an Investment Framework for North Northamptonshire and underlines the importance of aligning planned economic growth with infrastructure delivery in order to maximise productivity outcomes at both the local and national level. It provides a timely opportunity for partners across North Northamptonshire to evidence the contribution the area (and its key development locations) can make towards achieving Government's overarching productivity objectives.

Figure 2.1: Five Foundations of Productivity



HM Government, Industrial Strategy: Building a Britain fit for the future (November 2017)

2. Context: Strategic policy drivers (2)

The Cambridge-Milton Keynes-Oxford Arc provides a nationally significant opportunity for transformational growth

Cambridge-Milton Keynes-Oxford Arc

The C-MK-O 'Arc' comprises three of the most successful and fastest growing cities in the UK. It has been identified by Government as a location for transformational growth, and the opportunity exists – supported by the right interventions and investment – to amplify the Arc's position as a world-leading economic place capable of supporting the government's Industrial Strategy aim to boost the productivity and earning power of people across the UK.

The Government defines the Arc as the area between Oxford and Cambridge, incorporating the ceremonial county areas of Oxfordshire, Buckinghamshire, Bedfordshire, Northamptonshire and Cambridgeshire (notwithstanding ongoing consideration of potential local government reform) (see Figure 2.2).

Figure 2.2: Defining the Oxford-Cambridge Arc



Source: MHCLG, The Oxford-Cambridge Arc: Government ambition and joint declaration between Government and local partners, March 2019

To achieve this, the government has designated the Oxford-Cambridge Arc as a key economic priority and is actively considering ways of maximising growth opportunities in the Arc. Within its Vision Statement, the government describes how it is considered to have the potential to be a Growth Corridor similar to Silicon Valley that nurtures the UK's innovative industries. In order to enable the Arc to meet its full economic potential there needs to be a co-ordinated approach to the planning and delivery of infrastructure, homes and business growth.

Back in 2016, the government tasked the National Infrastructure Commission (NIC) to look at how infrastructure development in the C-MK-O Arc can maximise the potential of the area. NIC analysis concluded that a lack of sufficient and suitable housing presents a fundamental risk to the success of the Arc area, and that without a joined-up plan for housing, jobs and infrastructure across the Arc, it will be left behind by its international competitors.

The government published a detailed response to the NIC's recommendations to coincide with the Autumn Budget 2018, supporting the NIC's ambition to build up to one million high quality homes by 2050 to maximise the economic growth of the Arc, and advocating an integrated approach to the planning and delivery of infrastructure, homes and business growth. Within its response, the Government emphasises that this ambition will require a step change in housing delivery, including engagement on how this can be accommodated through vibrant new and expanded settlements. North Northamptonshire offers significant potential in this respect, through large scale development opportunities such as Tresham Garden Village.

In March 2019, to coincide with the Spring Statement, the Government published an ambition and joint declaration with local partners within the Arc which identifies four inter-related policy pillars for unlocking the area's potential: Productivity; Place-making; Connectivity; and Environment. This suite of pillars or themes is highly relevant for the NNIF and the wider growth agenda within North Northamptonshire, and many of the infrastructure projects considered as part of the NNIF will have an important role to play in achieving growth objectives associated with these overarching policy priorities.

2. Context: Strategic policy drivers (2)

North Northamptonshire has an important role to play in helping to achieve a shared economic vision for the C-MK-O Arc

Developing a Shared Economic Vision for the Arc

The key focus on the C-MK-O Arc as a national growth priority provides an important and timely opportunity for North Northamptonshire to deliver on its own ambitious growth agenda, whereby maximising the potential and capacity of key development sites to help achieve this wider Arc ambition.

Work is currently underway to develop a shared economic vision for the Arc and to achieve collective consensus about the respective roles and contribution that different places within the Arc should make. This work – commissioned jointly by OxLEP, SEMLEP, Buckinghamshire Thames Valley LEP and the Cambridge and Peterborough Combined Authority - will bring together a clear set of priorities that builds on the ambitions of each constituent area's Local Industrial Strategy to unlock transformative growth for each area, for the region and for the UK. At the current time of writing the shared economic vision is still under development, although an update has recently been published which summarises the Arc's world-leading assets and how the vision will help to kick start transformational growth (see Figure 2.3 to the right).

For North Northamptonshire, this contribution could include capacity for transformational population and housing growth (making a significant contribution towards the Arc-wide target), delivering 'quick wins' in the Arc as part of accelerating existing commitments, as well as ready provision of strategically connected employment locations. The area's relative affordability over other parts of the Arc could provide a key competitive advantage in terms of accommodating development needs.

Partners will want to explore how North Northamptonshire's existing business and sector strengths can complement and add value to the Arc's wider innovation ecosystem of globally-leading knowledge intensive industries, and how the area's key development sites can best be used to accommodate the technologies that are required to drive transformational growth. Tied to this, there are also opportunities to more effectively articulate the area's existing sectoral strengths and USPs, with immediate scope to develop a coherent and compelling economic narrative and strategy for North Northamptonshire that focuses attention on maximising the area's growth potential and realising key growth priorities.

Figure 2.3: C-MK-O Arc Shared Economic Vision



Source: Making it happen: Building a shared economic vision for the Oxford – Milton Keynes – Cambridge Growth Corridor

2. Context: Strategic policy drivers (3)

SEMLEP’s emerging Local Industrial Strategy seeks to tackle a number of infrastructure capacity constraints in an effort to boost productivity

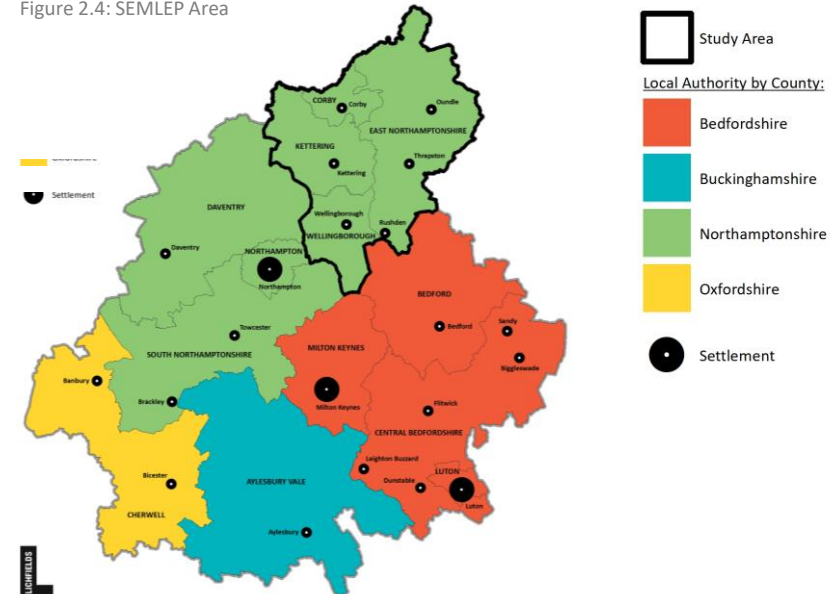
SEMLEP Local Industrial Strategy

Following publication of the Government’s national Industrial Strategy, the South East Midlands Local Enterprise Partnership (SEMLEP) has been invited to produce a Local Industrial Strategy (LIS). Government has identified the C-MK-O Arc area, which includes the South East Midlands, as one of three trailblazer areas for the first of the LIS, due to be complete by March 2019. This recognises the area’s potential to drive wider regional growth, focusing on clusters of expertise and centres of economic activity. Preparation of a LIS for the South East Midlands area is underway and SEMLEP has identified an overarching vision to “build on our reputation as a premier location for growth, innovation, creativity and world-leading technologies, resulting in the doubling of GVA by 2050.” Key LIS actions to promote productivity are shown in the Table below.

Ideas	<ul style="list-style-type: none"> Facilitation and marketing of a 'Cluster of Clusters' across the Ox-MK-Cam Arc Advanced Logistics Centre of Excellence within SEMLEP area SEMLEP area as a test-bed for innovative technologies, including smart energy, waste utilisation & innovative freight technologies
People	<ul style="list-style-type: none"> Employer-led skills: build on current successes Support development of the country’s first STEM-skills focus University(MK:U) and an Institute of Digital Technology at Bletchley Park Greater influence on local adult skills funding allocation, to allow greater tailoring to local needs
Infrastructure	<ul style="list-style-type: none"> Support the development of new distributed energy resources and active network management, to mitigate supply constraints Improve digital connectivity Support strategic transport links and greater first mile-last mile connectivity Become an exemplar for electric vehicle usage and infrastructure
Business Environment	<ul style="list-style-type: none"> Comprehensive support for local scale-up businesses, including greater linkages with local universities Further funding for employment premises and/or de-risking of new employment premises Support with exporting and access to new markets
Places	<ul style="list-style-type: none"> Promote SEMLEP as the Connected Core of the Arc, the place to collaborate with space to capitalise on commercialising new technologies Pilot 'future settlement' ideas, inc: flexible work-live units, modern methods of construction and greener settlements Connections into strategic transport links across the Ox-MK-Cam Arc

The emerging SEMLEP LIS draws on the LEP’s existing Strategic Economic Plan (published in 2017) and provides a helpful and timely strategic backdrop to development of the NNIF and potential for a Growth Deal or other tailored package of support, and a wider sub-regional driver for high value growth and innovation. The emerging evidence base also recognises the infrastructure issues and pinch points that will need to be overcome to enable the LEP area to prosper, notably the lack of high quality business space and inadequate utility and energy supply. Over the coming months it will be important to establish and agree what role North Northamptonshire should play in meeting the various components of the LIS, for instance by building on existing strengths in logistics and renewable energy technology to support the advanced logistics centre of excellence and clean growth/green industries propositions.

Figure 2.4: SEMLEP Area



2. Context: Synthesis

The NNIF responds to a range of strategic policy drivers and wider growth ambitions at the local, sub-regional and national level

Synthesis

The NNIF has been developed in response to a range of strategies at the national, sub-regional and local level that seek to boost productivity and local economic performance. These provide a timely opportunity for partners across North Northamptonshire to evidence the contribution the area (and its key development locations) can make towards achieving these overall objectives through provision of the required supporting infrastructure. In this context, the key pointers from the preceding analysis in this chapter can be summarised as follows:

- 1 Published in November 2017, the Government's national Industrial Strategy provides an important policy backdrop to the NNIF, identifying infrastructure as one of five key drivers of productivity. The Industrial Strategy re-enforces the rationale for developing an Investment Framework for North Northamptonshire and underlines the importance of aligning planned economic growth with infrastructure delivery in order to maximise productivity outcomes at both the local and national level. It also provides an overarching framework within which Local Industrial Strategies are being prepared, calling for local distinctiveness and initiatives to improve skills, increase innovation and enhance infrastructure and business growth.
- 2 North Northamptonshire forms part of the C-MK-O Arc which has been identified by Government as a location for transformational growth. Its inclusion within this Arc provides North Northamptonshire with an important opportunity to deliver on its own ambitious growth agenda, whereby maximising the potential and capacity of key development sites to help achieve this wider Arc ambition. Over the coming months partners across North Northamptonshire will want to help shape and then proactively deliver the shared economic vision which is currently being developed for the Arc. This could include exploring how North Northamptonshire's existing business and sector strengths can complement and add value to the Arc's wider innovation ecosystem of globally-leading knowledge intensive industries, and how the area's key development sites can best be used to accommodate the technologies that are required to drive transformational growth.

- 3 At the heart of the C-MK-O Arc lies the SEMLEP area, where a trailblazer LIS is currently being developed by the LEP that recognises the area's potential to drive wider regional growth, focusing on clusters of expertise and centres of economic activity. 16 key actions have been identified by the latest draft of the LIS, a number of which provide key opportunities for North Northamptonshire to boost its productivity, earning power and competitiveness. These include: developing an advanced logistics centre of excellence, overcoming energy capacity constraints and capitalising on productivity opportunities arising, piloting 'future settlement' ideas (incorporating flexible work-live units, modern methods of construction and greener settlements) and achieving greater strategic connectivity across the C-MK-O Arc. These themes and actions are all reflected within projects that have been incorporated into the NNIF, and provide a focus for future initiatives and interventions to develop and diversify the area's economic base and employment opportunities.

Structure

- 1 Introduction
- 2 Context
- 3 Growth targets and delivery**
- 4 Infrastructure investment priorities
- 5 Conclusions

3. Growth targets and delivery: Strategic plan (1)

The Joint Core Strategy sets out an overarching vision for North Northamptonshire to be a nationally important growth area

Joint Core Strategy 2016

Adopted in July 2016, the North Northamptonshire Joint Core Strategy (JCS) is the strategic Part 1 Local Plan for Corby, East Northamptonshire, Kettering and Wellingborough. It provides an overarching spatial strategy and associated growth targets for the area; a 'big picture' to be developed in more detail through Part 2 Local Plans and Neighbourhood Plans.

The JCS covers the period 2011 to 2031 and addresses the objectively assessed need for homes, jobs, retail floorspace and other development across North Northamptonshire over this period. It also recognises the strategic opportunity for higher levels of development at Corby as the area becomes a destination of choice for a growing number of people and businesses to live and invest in. The spatial strategy set out in the Plan will provide the basis for considering any future growth, with a continuing focus on the Growth Towns (Corby, Kettering, Wellingborough and Rushden) and the town centres in particular.

Joint Core Strategy Vision

“By 2031, North Northamptonshire will be a showpiece for modern green living and well managed sustainable development: a resilient area where local choices have increased the ability to adapt to the impacts of climate change and to global economic changes. The special mixed urban-rural character of North Northamptonshire will have been maintained through urban-focused growth supporting a strong network of vibrant and regenerated settlements, which each maintain their separate and distinct character within an enhanced green framework of living, working countryside.

North Northamptonshire will be outward looking, taking advantage of its excellent strategic transport connectivity to be a nationally important growth area and focus for inward investment. Plan led change will have made North Northamptonshire, its northern and southern sub-areas and individual settlements more self-reliant, with more choices available locally. Investment in infrastructure, services and facilities and growth in high quality jobs will have led to less need to travel and will have shaped places in a way that meets the needs and aspirations of local people.” (p.25)

Strategic Outcomes

In order to achieve this vision by 2031, the JCS identifies a number of outcomes which will need to be successfully delivered, including:

- Adaptability to future climate change;
- Excellent services and facilities easily accessed by local communities and businesses;
- A sustainable balance between local jobs and workers and a more diverse economy (including facilitating higher skilled jobs through improved further education provision);
- Transformed connectivity;
- More walkable places and an excellent choice of ways to travel;
- Vibrant, well connected towns and a productive countryside; and
- Stronger, more self-reliant towns with thriving centres.

The Joint Core Strategy focuses on strategic place shaping issues and related Core Policies that are applicable at all scales. Part 2 Local Plans and Neighbourhood Plans are intended to provide more detail in response to local issues.

The JCS Inspector's Report (dated June 2016) notes that Section A iii) of the Plan and policy 10 in particular recognise the importance of the timely provision of the necessary new infrastructure in support of the proposed growth, including physical schemes, social/community facilities and services and green spaces. This is supported by a more detailed Infrastructure Delivery Plan ('IDP').

3. Growth targets and delivery: Strategic plan (2)

Each authority area has a distinctive role to play in realising North Northamptonshire's growth ambition, as set out in the Joint Core Strategy

Contributing to the Overall Vision

Corby

- Doubling its population through large scale Sustainable Urban Extensions
- Enterprise areas leading the way in high performance technologies, creative industries and the green economy
- Delivering a transformed, vibrant and growing Town Centre together with a network of accessible natural green spaces, international class culture and sport facilities

East Northamptonshire

- The heartland of small and medium sized enterprises, based on regenerated and thriving market towns
- A living, working countryside will provide the backdrop for tourism, creative industries and low carbon businesses to locate at the meeting point of the Nene Valley and Rockingham Forest

Kettering

- The focus for healthcare and leading the way in renewable energy investment to strengthen the green economy (supported by Kettering Energy Park)
- Its business community will capitalise on its excellent connectivity, including its position on the Trans-European (E24 route) A14 and on the electrified Midland Mainline rail route

Wellingborough

- The gateway to North Northamptonshire for businesses looking for good rail connections to the south east and Europe
- High profile office development centred on the railway station
- Its historic core will be the heart of the community, serving the town and its prosperous satellite villages with a diversified retail, leisure and heritage offer

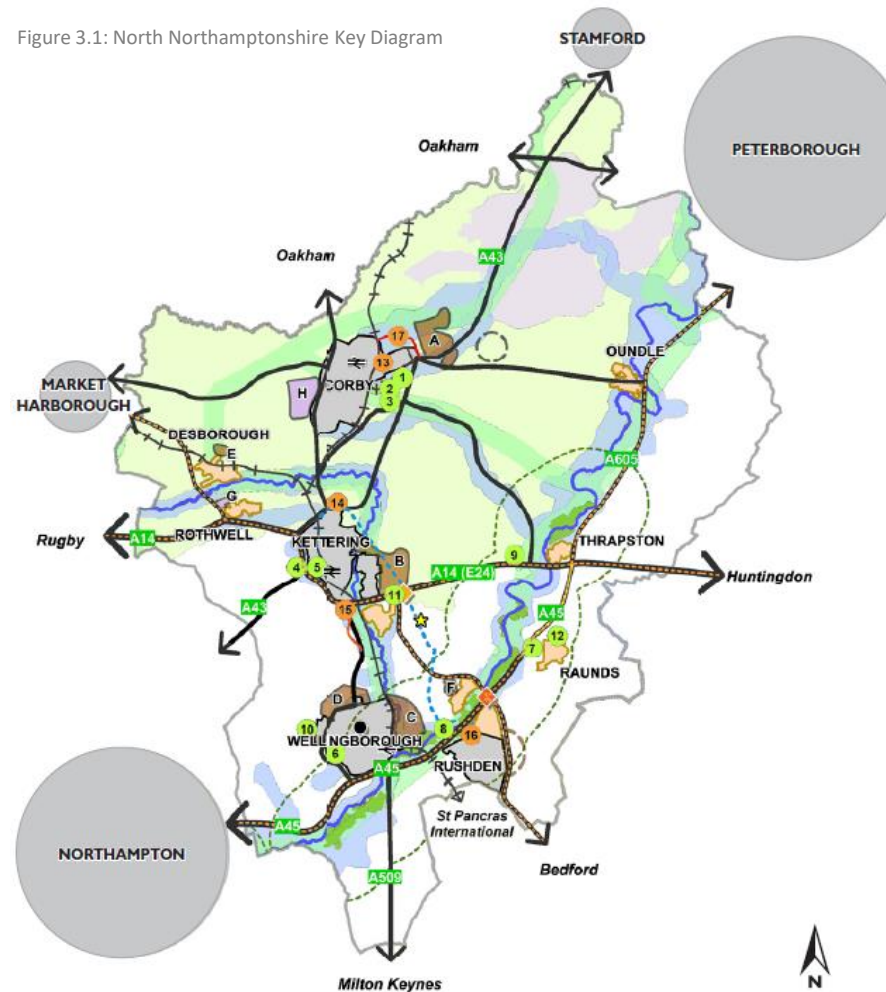


Figure 3.1: North Northamptonshire Key Diagram

3. Growth targets and delivery: Strategic plan (3)

Place shaping represents a crucial component of the overall growth strategy, by ensuring that development is genuinely sustainable and inclusive

Place Shaping

Core to the JCS Vision is an ambitious agenda for place-shaping, one which recognises the importance of wider initiatives and interventions in developing sustainable communities across North Northamptonshire; places where people want to live, work and do business.

In this context, the overall spatial strategy includes policies and proposals that will help to deliver the following inter-related themes and key place shaping components:

- **Being successful through sustainable growth and regeneration:** ensuring that physical and social infrastructure will be in place to match growth, improving and protecting countryside and buildings for future generations in addition to regenerating and improving town centres;
- **Health and Wellbeing:** reducing health inequality, increasing life expectancy promoting social inclusion, sport and recreation and providing more access to healthy lifestyle options to improve health and wellbeing;
- **Education and skills:** raising skills levels to ensure that workers have the right skills for a changing economy, addressing the skills shortage for 16-25 year olds through work based learning;
- **Ensuring economic prosperity:** ensuring the availability of relevant and appropriate business skills and training opportunities; providing high quality infrastructure to support and encourage innovation and growth; build on the unique character and location;
- **Environment:** encouraging and promoting environmental protection, improving the environmental and visual quality of the area, managing resources effectively, sustainable transport for all;
- **Strong and Safe Communities:** reducing and preventing crime as well as the fear of it by tackling violence, anti-social behaviour, re-offending and improving access to services and facilities.

The JCS seeks to address place shaping issues across a range of spatial scales (see Figure 3.2), providing the strategic context for delivering sustainable growth in North Northamptonshire, which can be further developed through Part 2 Local Plans and Neighbourhood Plans and through individual development proposals. The overall aim is to safeguard and create good quality places that will support a high quality of life and a prosperous economy.

Figure 3.2: The spatial scales relevant to Place Shaping



Source: North Northamptonshire Joint Core Strategy 2011-2031

Compared with previous plans, the JCS provides increased protection for North Northamptonshire's cultural and environmental assets, stronger recognition of the importance of the natural environment and the opportunities it provides, and places greater emphasis on urban design principles and how places could change for the better. It is therefore important that the NNIF considers the ability of potential projects and investments to unlock and deliver wider infrastructure and place shaping improvements to reflect the JCS's wider vision and growth objectives.

3. Growth targets and delivery: Housing (1)

The JCS plans for 35,000 new homes between 2011 and 2031, but with potential to deliver at a rate 20% above nationally assessed Local Housing Need

Housing Requirements

The North Northamptonshire Housing Market Area (HMA) has accommodated significant new housing in the past, in part due to the policy driven growth agenda promoted through the former Milton Keynes and South Midlands Sub-Regional Strategy. The JCS sets out a vision for the area to maintain this momentum of growth, with well managed sustainable development delivered, in large part, through Sustainable Urban Extensions (SUEs) at the main towns. Provision of key infrastructure (and associated certainty of funding) is critical to sustaining high levels of growth and meeting growing demand, alongside recognition of the importance of investing in green infrastructure.

Through Policy 28, the JCS identifies an overall housing requirement for an additional **35,000 new homes** across North Northamptonshire between 2011 and 2031. This takes account of DCLG (now MHCLG) household projections and some local adjustments, representing the ‘objectively assessed housing need’ for the area.

Table 3.1: Share of Objectively Assessed Needs in the Housing Market Area

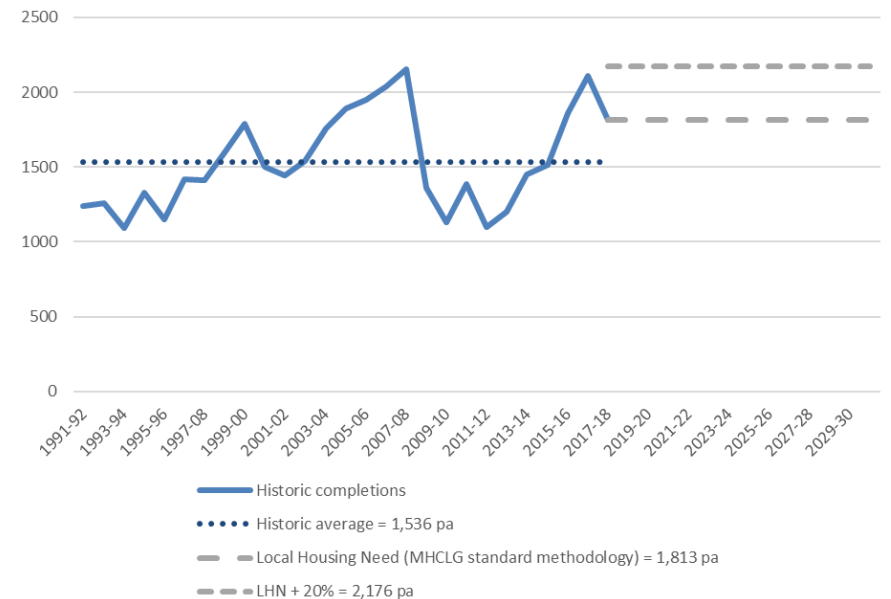
		Annual Average Dwellings 2011-31	Total Dwellings 2011-31
Corby Borough	Requirement	460	9,200
	Strategic Opportunity	(710)	(14,200)
East Northamptonshire District		420	8,400
Kettering Borough		520	10,400
Borough of Wellingborough		350	7,000
North Northamptonshire		1,750 (2,000)	35,000 (40,000)

Source: North Northamptonshire Joint Core Strategy 2011-2031 (Policy 28)

In addition to this, the Plan incorporates a strategic opportunity for a further 5,000 dwellings at Corby, as the town works towards doubling its population to support ongoing regeneration. The JCS provides the conditions for this strategic opportunity to be realised, including the allocation of land for a SUE at West Corby.

The JCS (at Appendix 4) identifies sources of housing supply with capacity to substantially exceed both the JCS housing requirement (average 1,750 homes per annum) and Local Housing Need calculated using the Government’s standard methodology (1,813 homes pa). The Joint Planning and Joint Delivery Committees consider that, with an appropriate package of investment, it is feasible that North Northamptonshire could deliver high quality homes at a rate 40% higher than in the past and 20% above nationally assessed Local Housing Need.

Figure 3.3: North Northamptonshire Housing Delivery & Potential



Source: North Northamptonshire Joint Planning and Delivery Unit

3. Growth targets and delivery: Housing (2)

Planned housing growth is focused on the Growth Towns and Market Towns, with strong reliance upon a number of large Sustainable Urban Extensions

Spatial Distribution and Key Housing Sites

New housing delivery in North Northamptonshire will be accommodated in line with the Spatial Strategy with a strong focus on the four Growth Towns as the most sustainable locations for development, followed by the Market Towns. Together, the four Growth Towns accommodate more than 70% of the JCS housing requirement.

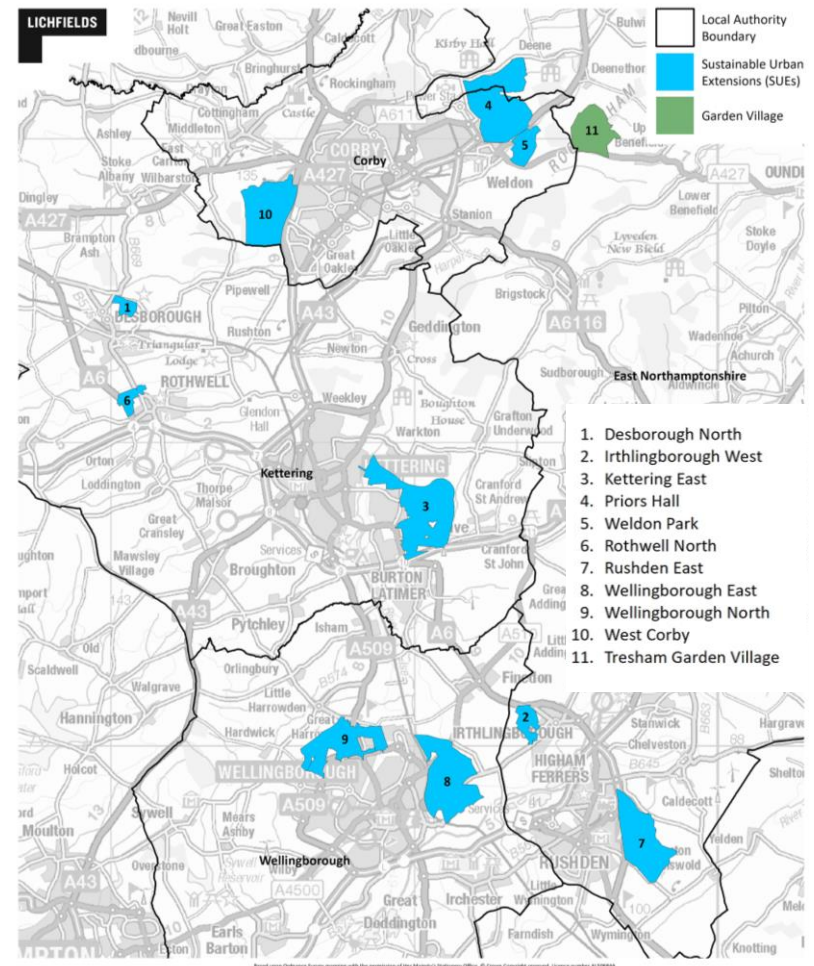
The re-use of suitable previously developed (‘brownfield’) land and buildings in the Growth Towns and the Market Towns is encouraged, although delivery of JCS housing requirements is largely reliant upon the timely delivery of a number of mixed-use Sustainable Urban Extensions (SUEs) (as shown in Figure 3.4) and other strategic housing sites of a significant scale.

With the exception of the West Corby SUE and Rushden East SUE, all of the key strategic housing sites are committed through planning permissions or resolutions to grant planning permission subject to the completion of necessary legal agreements. As sizeable new developments, each of the SUEs are accompanied by their own unique set of infrastructure requirements to enable their delivery across specified phases.

The Strategic Opportunity identified in Policy 28 of the JCS for an additional 5,000 dwellings at Corby will only be delivered through the successful implementation of the Sustainable Urban Extensions at that town. It is not transferable to other settlements.

The JCS evidence base identifies capacity in excess of the strategic target of 40,000 dwellings set out in Policy 29, including the proposed Tresham Garden Village which would be treated as a ‘windfall’ in addition to the housing and employment targets for East Northamptonshire. However, at the settlement level there remains a shortfall in supply in some locations relative to spatial requirements, and this will be addressed in Part 2 Local Plans.

Figure 3.4: Sustainable Urban Extensions and Tresham Garden Village



Source: Lichfields, based on North Northamptonshire Joint Core Strategy 2011-2031

3. Growth targets and delivery: Housing (3)

Latest monitoring data shows that delivery of new homes has been picking up, but still falls slightly behind target for the first few years of the JCS period

Housing Delivery

Drawing on latest monitoring information, Figure 3.4 illustrates the pattern of new housing completions across North Northamptonshire between the start of the JCS period in 2011 and 2017/18.

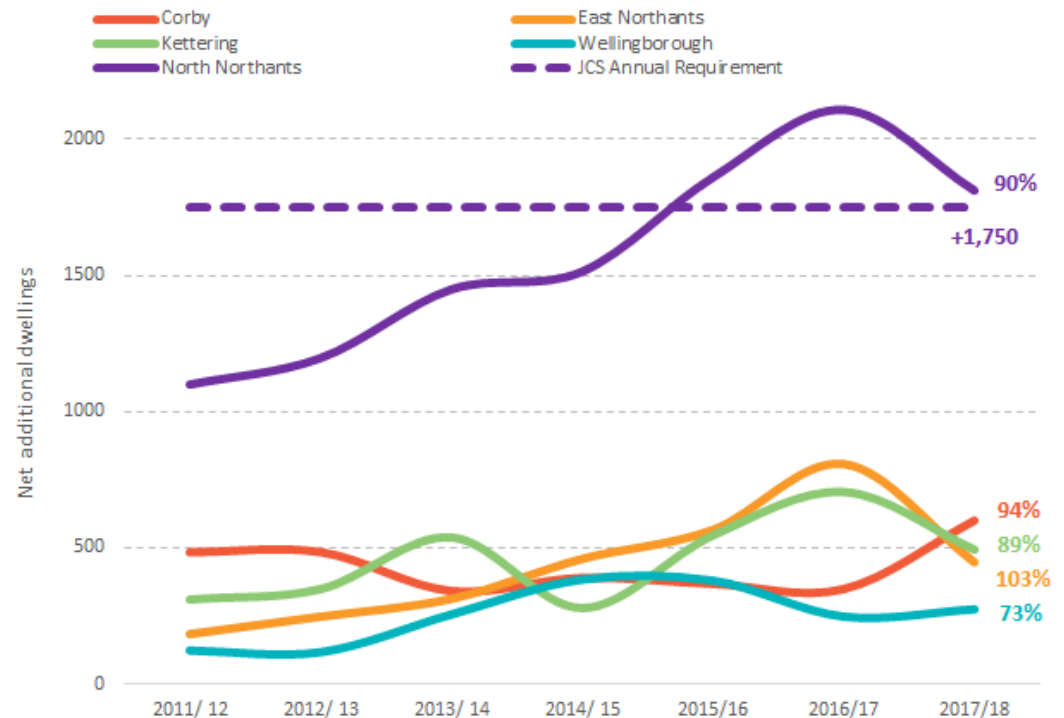
This shows a general upward trajectory in the scale of new residential development completed over the seven year period. It also shows that delivery is falling slightly short of JCS targets based on an ‘average per annum’ target of 1,750 new residential units across North Northamptonshire. By 2017/18, cumulative housing delivery stands at 90% of the seven year target (11,044 completions vs 12,250 (1,750 x 7)).

Housing completions inevitably vary by local authority area, with Figure 3.5 showing that East Northamptonshire alone achieved its seven year target (exceeding it by 81 new homes). The authorities of Kettering, Corby and Wellingborough are all falling behind on pace of residential development, with residual annual requirements (for the remainder of the JCS period) now higher than annual benchmarks set out in the JCS to reflect under delivery in the first seven years.

These recent patterns of housing delivery are likely to be partly explained by the progress that has been made to date on delivery of SUEs across North Northamptonshire, which together comprise a significant component of JCS housing supply. As at October 2018, three of the nine SUEs identified in the JCS have begun construction (North East Corby, Kettering East, and Wellingborough East).

This is coupled with a range of other delivery factors (explored later in this section) and underlines the importance of continued investment in key infrastructure across North Northamptonshire to enable housing delivery to continue at an accelerated pace. Sufficient capacity in terms of development sites has been identified to meet JCS growth ambitions, and short term supply is available, with latest monitoring data indicating that each authority area has a 5 year housing land supply.

Figure 3.5: Housing Completions



Source: Lichfields, drawing on North Northamptonshire Authorities' Monitoring Report May 2018 (updated with 2017/18 data provided by the JPDU)

3. Growth targets and delivery: Employment (1)

The JCS plans for an additional 31,100 new jobs between 2011 and 2031, with Corby expected to accommodate the largest share

Employment Requirements

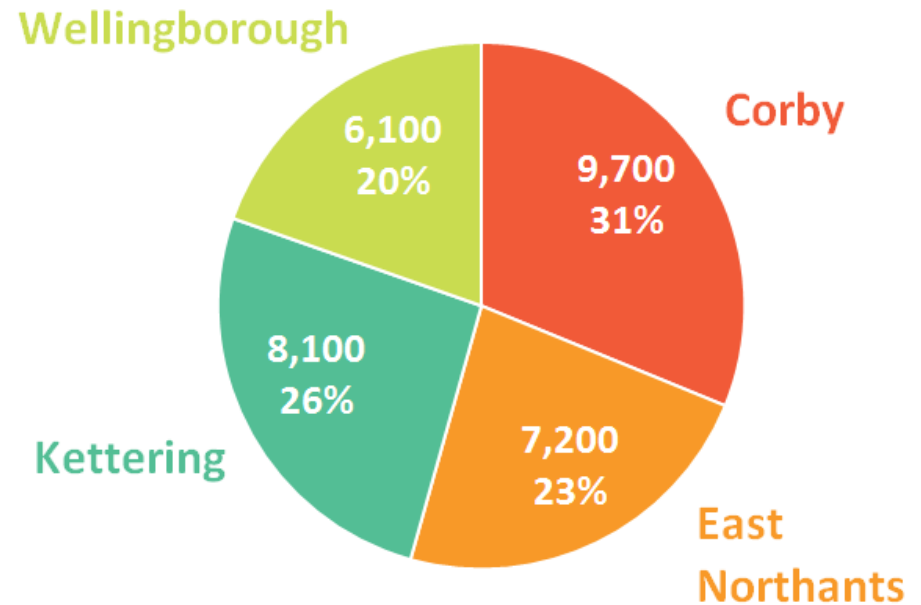
The JCS aims to make North Northamptonshire more self-reliant by achieving a sustainable balance between local jobs and workers and a more prosperous and diverse economy. It seeks to do this by:

1. Planning for enough jobs to match the forecast growth in labour force plus an additional number in the southern area to reduce further reliance on out-commuting. This results in a challenging target for **31,100 net additional jobs** alongside the strategic opportunity for 40,000 new homes over the period 2011-31;
2. Ensuring that the right amount and type of employment land is available in locations that balance the demands of the market with the capacity of infrastructure and the need to protect, and where possible enhance the environment. This includes:
 - a. Safeguarding existing and committed employment sites which are of the right quality and suitably located in relation to infrastructure and neighbouring uses. This will include safeguarding employment land allocations for a range of uses in support of a balanced economy;
 - b. Providing for additional sites in sustainable locations, particularly to meet the needs of small and medium sized businesses and identified growth sectors.

Figure 3.6 to the right shows how the overarching job creation target is apportioned to each authority area, with Corby accommodating the largest share and highest overall jobs figure, followed by Kettering, East Northamptonshire and Wellingborough. These are based on the size of the labour force arising from planned levels of housing, with additional jobs identified for the southern area to reduce reliance on out-commuting.

It is also important to ensure that North Northamptonshire provides new, high quality jobs in sectors that are attractive to the market, capitalising on opportunities associated with a number of sectoral strengths that can help to stimulate local economic growth. These include high performance technologies, logistics and renewable and low carbon energy and green technologies.

Figure 3.6: Distribution of New Jobs



Source: Lichfields analysis, based on North Northamptonshire Joint Core Strategy 2011-2031

Corby – Total employment in 2011: 30,000

East Northants – Total employment in 2011: 29,000

Kettering – Total employment in 2011: 41,000

Wellingborough – Total employment in 2011: 34,000

3. Growth targets and delivery: Employment (2)

The employment growth strategy focuses on SUEs for providing high quality job opportunities, supported by town centres as preferred locations for office uses

Spatial Distribution and Key Employment Sites

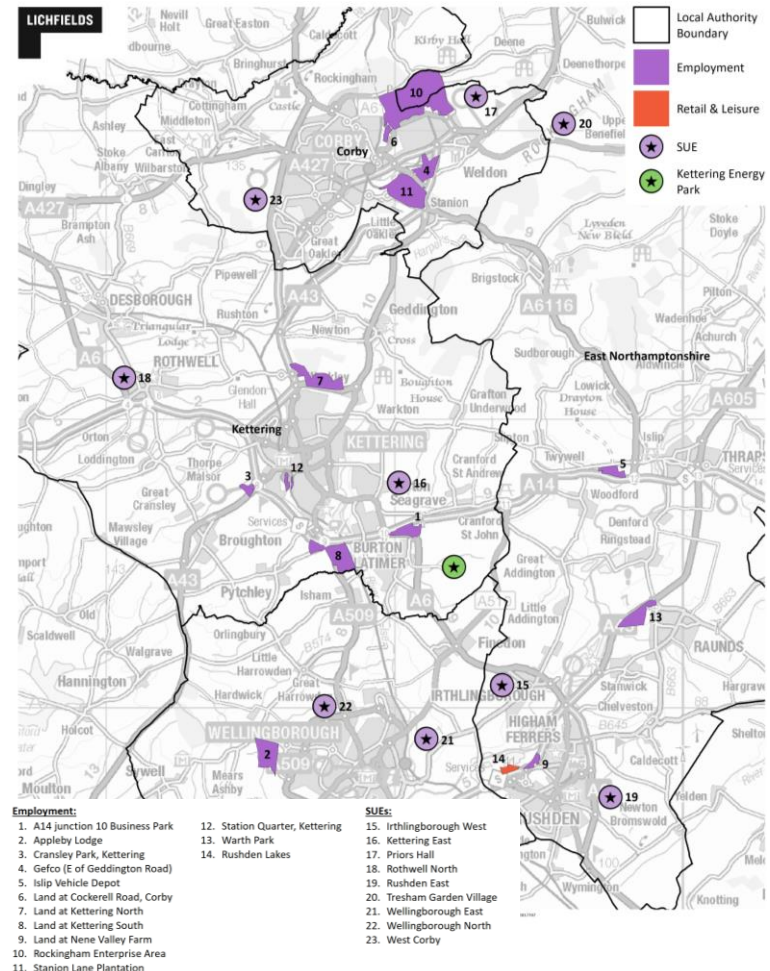
The SUEs, alongside a number of other strategic sites identified within the JCS, are key elements of the employment strategy for North Northamptonshire and will act as the focus for the provision of high quality employment opportunities (see Figure 3.7). The use of Local Development Orders and other innovative mechanisms to facilitate delivery of these sites will be supported.

As noted in the JCS, North Northamptonshire is considered to have a significant over supply of B1 (office) land compared to market demand, and a requirement for additional B8 (logistics) land has been identified within Kettering Borough. The Plan therefore identifies strategic sites at A14 Junctions 9 and 10 to meet this shortfall, and recognises the important role of logistics to the economy. The Plan also identifies additional strategic employment sites to ensure that there are a range of high quality employment sites that are attractive to the market to provide sufficient choice and flexibility.

The town centres and areas around the railway stations at the Growth Towns are preferred locations for new office development with additional office sites at areas with good public transport connections. However, in view of the need to bring about economic growth as quickly as possible, certain types of business (such as research and development) may find more commercially attractive locations within the Sustainable Urban Extensions or on other prominent strategic sites at the edge of towns. These will need to be in locations that are, or can be made, highly accessible by a range of modes of transport, and supported by a range of wider place making interventions.

Progress in delivering jobs will be monitored against an indicative sectoral split required to achieve a more balanced economy. However, given the challenges that North Northamptonshire has faced in delivering economic growth, the Plan does not seek to be overly prescriptive by sub-dividing employment targets into different use-classes. Instead it has identified economic sectors that are well placed to deliver economic growth in North Northamptonshire and a range of high quality strategic sites to help achieve this.

Figure 3.7: Key Employment Sites (including Sustainable Urban Extensions)



Source: Lichfields, based on North Northamptonshire Joint Core Strategy 2011-2031

3. Growth targets and delivery: Employment (3)

Job growth within North Northamptonshire has exceeded JCS targets for the first five years of the plan period

Job Growth

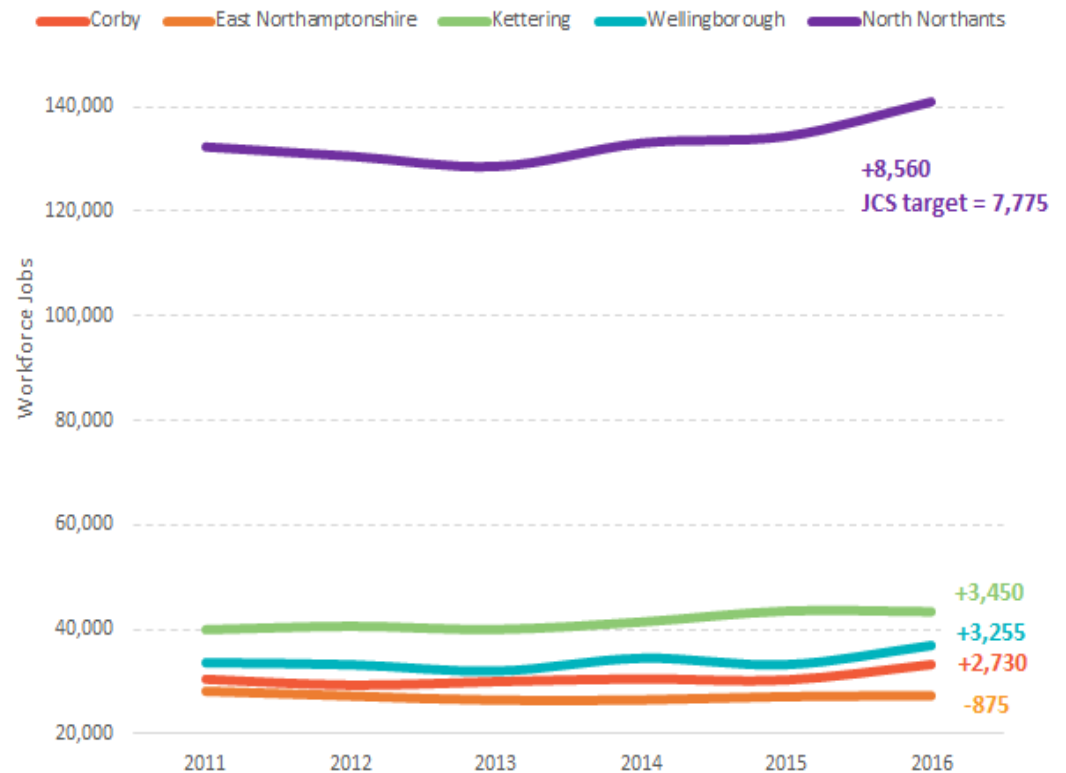
Based on the latest data from the Business Register and Employment Survey (BRES), the total stock of workforce jobs in North Northamptonshire has increased by 8,560 between the start of the JCS period in 2011 and 2016 (i.e. the latest year that data is available for), as shown in Figure 3.8. This means that job growth in overall terms has exceeded the annual average target set out in the JCS for the first five years of the JCS period, which is equivalent to 7,775 workforce jobs (1,555 x 5).

The total stock of jobs in North Northamptonshire has fluctuated over this time, dropping in 2013 and picking up since then. The data presented here includes all sectors of the economy, and masks any variation within individual sectors or industries. Three of the four authorities recorded overall job growth between 2011 and 2016, with the exception of East Northamptonshire which recorded an overall loss of 875 workforce jobs over this time period.

Looking ahead, future job growth in North Northamptonshire over the remainder of the JCS period will need to align with and support the various growth drivers and sector opportunities identified within the emerging LIS for the SEMLEP area, for instance around advanced logistics and renewable energy technology.

Although change in business floorspace and land is not specifically monitored by local authorities (as the JCS target relates to jobs), latest Valuation Office Agency (VOA) data shows that the overall quantum of industrial stock increased by 67,000sq.m (+1.6%) across North Northamptonshire between 2011 and 2016, driven in large part by East Northamptonshire where a number of new industrial developments have recently come forward (e.g. at Warth Park). Meanwhile, office floorspace declined by 9,000sq.m or -3.9%, with the majority of losses recorded in Wellingborough and Kettering.

Figure 3.8: Job Growth



Source: Lichfields, based on data from Business Register and Employment Survey 2016

3. Growth targets and delivery: Housing market

North Northamptonshire has a relatively strong housing market, although viability issues are slowing the progress of most of the large SUEs

Housing Market Area

North Northamptonshire, and the four local authority areas within it, collectively forms a single housing market area (HMA), defined as a relatively self-contained market area, in which the majority (c 70%) of household moves are contained and where there is a close relationship to Travel to Work Areas. It is therefore distinct from the West Northamptonshire housing market area which is focused upon the county town of Northampton, notwithstanding there are connections between North Northamptonshire (especially Wellingborough and Kettering) and Northampton.

The latest Strategic Housing Market Assessment (SHMA) for North Northamptonshire (2012) notes that the 'housing offer' is very broad, ranging from lower cost options based around Corby, to higher value properties available in the high demand area of East Northamptonshire. The area's housing market has been diversified through the growth of the private rented sector which appears to have responded to the increased requirement for smaller properties. Despite house prices being relatively low in the national context, affordability remains an important local issue, in part due to household incomes also being relatively low.

Development Trends

The North Northamptonshire JCS notes that whilst the economic recession has impacted on the delivery of North Northamptonshire's ambitious growth agenda, particularly in relation to housing and jobs growth, it remains one of the fastest growing areas in the country, having delivered 19,000 additional dwellings between 2001 and 2013, and a further 8,400 since then (by 2018). The dwelling stock in the HMA grew by 13.3% between the 2001 and 2011 Censuses, outperforming the England-wide average of 8.3% over this time. As shown earlier in this chapter, there has been a marked uplift in housing completions more recently.

The majority of development has been concentrated within the towns of Corby, Kettering and Wellingborough, although these settlements have not accommodated the amount of development that was planned in the previous (2008) Core Strategy.

The underlying reasons for this include the recession and ongoing viability issues holding up development of most of the SUEs, as well as provision of the necessary infrastructure required to enable housing delivery to proceed in a timely manner. Delivery rates have however picked up more recently, and there has been a strong focus on securing detailed planning permissions and commencements across the major SUEs in the last couple of years. In contrast, rates of development at the Market Towns and within the Rural Area have broadly met or exceeded targets set within the previous Core Strategy and there remains significant development pressure in these locations.

There are planning consents in place for over 20,000 new dwellings across North Northamptonshire, notably through the SUEs. The SUEs and the Growth Towns are expected to deliver around half of the planned housing development for North Northamptonshire over the JCS period to 2031, alongside provision of wider community facilities, services and employment opportunities. This provides a major opportunity to take forward the Government's garden communities agenda, the principles of which are consistent with the aims and objectives of the JCS. A key example is the new Tresham Garden Village proposal, offering potential for an exemplar new village community which would represent a 'windfall' in addition to JCS housing and employment targets for East Northants.

Concentrating resources on a limited number of sites is designed to ensure that major growth is implemented effectively, bringing forward infrastructure quickly and minimising disruption to existing and new communities. It does also however place pressure on a range of different types of infrastructure needed to support the SUEs, underlining the importance of resolving barriers to development where they occur. A broad assessment has been made of the viability of the principal SUEs as part of the JCS evidence base, highlighting the differences in viability across North Northamptonshire (with greater viability in the smaller towns and in the villages) and between different types of development (with smaller schemes that do not require significant infrastructure investment being more viable).

North Northamptonshire is a proven growth location, and has a strong track record in accommodating significant housing development over recent years. Local market signals make clear that the next phase of growth (which will be driven in large part by the SUEs and Growth Towns) will be dependent upon provision of critical infrastructure to de-risk, kick-start and speed up development.

3. Growth targets and delivery: Employment market (1)

North Northamptonshire accommodates two broad commercial property market areas, focused around the north and south of the area

Commercial Property Market Areas

Key trends, drivers and characteristics of North Northamptonshire's commercial property market are summarised below, drawing on recent employment land evidence studies commissioned by each of the four constituent local authorities, and supplemented through discussions with commercial agents active in the area.

Broadly speaking there are two functional economic areas in North Northamptonshire, focused around Corby and Kettering in the North and Wellingborough and Rushden in the South. This influences the character and spatial extent of commercial property markets operating across the area. The main focus of market activity is industrial, with office markets considered to be more secondary. Recent technical evidence identifies a number of constraints which are hampering development in the wider area, including viability, electrical capacity and access to suitable workforce. These problems are reported to affect the whole of Northamptonshire and wider East Midlands area.

The main office centre in Northamptonshire is the town of Northampton. Kettering, Corby and Wellingborough all have much smaller office markets by comparison. In these locations office demand is generally weak, coming mainly from regional and local companies, with office markets generally in balance with reasonable levels of vacancy (typically around 10% of stock). Rents vary but in all cases office development is not viable to institutional developers, compounded by build costs rising faster than rents in recent years. These factors combine to mean that new office development of any scale is unlikely within North Northamptonshire over the coming months and years, unless interventions can be made (for instance through a Growth Deal or other tailored package of support) to overcome financial viability issues and/or actively encourage the relocation of office occupiers to the area through incentives and support. At the smaller end of the scale, incubator style flexible office provision is reported to be in demand across North Northamptonshire, with recently opened incubator centres supporting high levels of occupancy. Future population growth could help to fuel this segment of the office market.

In the East Midlands, the industrial market is dominated by the logistics Golden Triangle, where the M42, M1 and M6 motorways meet and where most of the UK population can be accessed in a four-hour drive.

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This area has seen significant growth in large-scale distribution with major occupiers such as Tesco, Sainsbury's and Amazon located here. As land supply has tightened in the Golden Triangle, availability of sites has decreased and occupation costs have risen. As a result, sites outside the triangle, along the A14, are becoming attractive for development.

This is likely to continue as ongoing upgrades to the A14 along a number of stretches within North Northamptonshire will help to further reduce travel times and enhance connectivity with surrounding areas. Alongside Kettering, Wellingborough has benefitted from overflow demand, with East Northants also accommodating sizeable distribution centres for example at Haldens Park in Thrapston and Warth Park in Raunds. Corby with its slightly poorer connectivity has been slower to capture this overflow demand. But as markets in Wellingborough and Kettering have tightened Corby has started to become more attractive to some occupiers.

Wellingborough and Corby have the most active B2 industrial markets in the region with good demand for small to medium units, and both have a large supply of B8 warehouses, predominately second hand grade B (typically secondary, older and poorer quality stock). Over a number of years warehousing and distribution (B8) has been the largest growth sector in North Northamptonshire, taking advantage of excellent transport links, with sites closely related to the strategic road network and rail freight transfer points and is forecast to remain an important sector of the economy.

It should be noted that these represent current and recent trends in commercial property market dynamics across North Northamptonshire. Against the backdrop of the C-MK-O Arc and national Industrial Strategy, significant opportunities exist to achieve a step change in the area's commercial property market performance, if suitable infrastructure and sites can be provided to attract and grow high value, innovative business activity to complement ongoing population and housing growth. Indeed, the A14/M1/A45 corridors provide key links to the wider region and significant recent government investment in the A14 at the M1 junction and towards Cambridge leaves North Northamptonshire in good position to take full advantage of the opportunity to attract further jobs and commercial development. The projects identified in the NNIF can help to achieve this step-change.

3. Growth targets and delivery: Employment market (2)

Each constituent local authority area has its own commercial property market characteristics, but are generally driven primarily by industrial demand

Corby is primarily seen as an industrial location, with its office market comparatively more secondary. With forecast growth in its population and improved rail links, Corby may become a more attractive office location, but this needs to be considered as part of a longer term strategy. In the short to medium term, public sector intervention and/or cross-subsidies with higher value uses is generally required to bring forward new office space. A recent example of this is the Corby Enterprise Centre/Innovation Hub at Priors Hall which is part-funded by the ERDF. From a general industrial perspective, Corby has the potential to have a competitive advantage over neighbouring centres, by offering lower rents / prices and freehold opportunities. A big challenge for development in the Borough in recent years has been getting finance to build speculatively, although the recent speculative development at Centrix Park could help to act as a market stimulus, providing lenders with confidence that Corby is a viable location for industrial development. In terms of strategic distribution, Corby's competitive advantage is the ability to provide very large units of over a million sq ft, making it one of a very few competing locations in the country or the region that could capture such occupier demand.

The office market in **Kettering** Borough is generally considered to be in balance. Demand is on a small scale and tends to be from businesses serving local markets, rather than footloose regional/national requirements. There is a clear demand for general industrial units across the Borough, especially for small and medium sized units. The availability of industrial space has been diminishing, due to the strong demand and lack of new build occurring. The tight market is echoed elsewhere across Northamptonshire and the Midlands and provides a market opportunity for Kettering (and other locations within North Northamptonshire) to attract occupiers from the wider sub region if suitable sites can be made available. There is also steady demand for logistics space in Kettering Borough and the wider area. Although the Borough currently has limited availability, there are a number of sites in the pipeline at different points within the development process (including Roxhill's Kettering Gateway site at Junction 10 of the A14 and Cransley Park at junction 8 of the A14), which should satisfy demand going forward. Growth sector opportunities identified in the emerging LIS also provide Kettering (and wider North Northamptonshire) with strong policy support to pursue higher value growth within advanced logistics.

The industrial (B2/B8) market is the key driver for **Wellingborough** borough given its strategic access and established locations for manufacturing and distribution. There has been an improvement in the demand for industrial space over the last few years, with most void properties being occupied, rents returning to pre-recession levels and deals closed at asking levels with little incentives. Wellingborough's office market is reported to be more challenging due to its proximity to Northampton where Northamptonshire's main office market is located. Good quality office space is being taken up in Wellingborough leaving a supply of Grade B stock. High demand for small units suggests it might be appropriate to bring forward a new managed workspace/incubation centre for start-ups and SMEs. A key location for this could be the Station Island development area immediately adjacent to Wellingborough railway station and forming part of the Wellingborough East SUE, due to its location and accessibility advantages.

East Northamptonshire is not a recognised office location and office occupiers are more likely to look at the nearby urban areas of Kettering or Wellingborough. Office space is generally small, located in the town centres and not of modern specification. There is some demand from occupiers for an 'Enterprise Centre' or something similar in an area with good transport connectivity; small high-quality space from local micro business and small and medium enterprises (SMEs) to take space on flexible lease terms. In response, East Northants Council propose to develop a new Enterprise Centre adjacent to Warth Park in Raunds providing 27,000sqft of managed business space. East Northamptonshire has a number of industrial estates located throughout the district with units ranging in size, age and specification. There is a clear demand for general industrial units across the district – especially for small and medium sized units, in the south of the district near the 'four towns' of Higham Ferrers, Rushden, Irthlingborough and Raunds. New distribution development has recently come forward at Haldens Park in Thrapston and Warth Park in Raunds. There is steady demand for logistics space in East Northamptonshire and the wider area. With overspill from areas closer to the M1, East Northamptonshire has already been able to satisfy requirements from occupiers looking in these 'prime' areas.

3. Growth targets and delivery: Delivery factors

The timing and pace of housing and employment development has been affected by a range of factors, including infrastructure, market viability and planning

Factors Affecting Delivery

To provide a commercial context for the NNIF (and resulting Growth Deal/other tailored packages of support or funding bids), the study has identified a series of overarching issues and factors that have been affecting the timing and pace of delivery of different sources of supply for economic development and housing across North Northamptonshire. These factors have been examined through a number of 1-2-1 discussions with landowners, developers, housebuilders and market agents active in the area, as well as through a workshop held with infrastructure providers.

- a. **Infrastructure pressures and pinch points**, most notably congestion and capacity issues along key strategic highways networks in North Northamptonshire such as the A14, A43 and A45 corridor. Beyond transport, there is reported to be some capacity constraints within the area's electricity network, creating difficulties when it comes to connecting new developments to the grid. When upgrades do occur to the electricity network, this tends to be approached in a piecemeal, rather than strategic, way that anticipates future development and associated demand. The requirement for strategic upgrades to North Northamptonshire's electricity network has been recognised for some time and requires further investigation; SEMLEP has recently developed an energy strategy to detail and help overcome issues holding back growth, and the need to overcome energy capacity constraints is reflected in the emerging LIS.
- b. **Reliance on a small number of large developers and housebuilders** to deliver the development that North Northamptonshire needs. Volume housebuilders are particularly active across the area's key development sites, and whilst they offer scale of operation and speed of progress, residential build out rates can often be affected by capacity pinch points, customer sales and competition. This points to a potential need to broaden the range of house builders operating across North Northamptonshire's main development sites, making these opportunities available to a diverse range of providers including SMEs, custom and self-builders and potentially local authorities themselves.

- c. **Scheme viability and development cashflow** frequently causes development to stall and can be a particular issue on the main SUEs which represent longer term, more complex schemes. This often requires payment of up-front costs and financial contributions once certain development triggers are reached, creating cash flow difficulties and sometimes requires interim public sector funding intervention to enable development to proceed. For instance, the requirement for expensive 'big ticket' infrastructure items on strategic sites early in the process can add complexities and delay to overall scheme delivery. Site specific infrastructure barriers and issues vary across the key development sites and act to impede overall scheme viability, whereby delaying and constraining short and medium term delivery of sites whilst issues are resolved.
- d. **The planning process** is also cited by some developers and agents as a factor that can delay delivery of residential and commercial development and this has included resourcing and capacity constraints within planning teams (at both county and local council level) to be able to engage with, and respond to, development applications in a swift manner. Latest monitoring data does however suggest that development management performance across the four local planning authorities has generally outperformed the national average over the last few years, and whilst there is scope to more effectively integrate and streamline planning functions across North Northamptonshire, the planning process has succeeded in delivering a significant pipeline of land supply and development opportunities.

These factors affecting delivery cover a range of issues relating to infrastructure provision, composition of the development market in North Northamptonshire, the scale and complexity associated with large components of identified supply (including at the SUEs), as well as capacity within the planning system itself. They are not intended to be definitive or exhaustive, and are accompanied by a range of wider place making and connectivity factors that come together to influence the pace of development on individual sites. These factors will need to be tackled if the scale of growth implied by the JCS is to be realised, and it is important that there is support that includes provision for, and measures to, overcome these constraints in order to demonstrate an accelerated and continued scale of housing and commercial delivery in North Northamptonshire.

3. Growth targets and delivery: Progress of SUE delivery (1)

Some of the SUEs are under construction but the majority face a range of issues and barriers which are impacting on delivery

SUE	Map Ref*	Dwellings	Employment	Progress	Key Factors Affecting Delivery
North East Corby (Priors Hall and Weldon Park)	4 & 5	6,100	✓ 14ha employment land	Under construction	<ul style="list-style-type: none"> • A43 capacity likely to cause an issue on future outline applications at PHP and Weldon Park Phase 2 • Corby Northern Orbital Relief Road – needs completion to allow northern bypass of employment areas • Health Hub delivery – uncertainty of delivery model, sites and cost likely to cause issues in the short to medium term • Education provision (up front capital costs)
Kettering East (Hanwood Park)	3	5,500	✓ 14 ha employment land	Under construction	<ul style="list-style-type: none"> • Delays in provision of key on-site infrastructure have slowed pace of housing delivery. Two housebuilders now on site • The key barriers that represent a significant risk to development stalling are related to big ticket infrastructure that is required at a particular point in the life of the development e.g. J10/10A and A6 link and the WeWaa. These need to start now to ensure a continuation of delivery due to the long lead in time to get infrastructure like this in place • Other off-site infrastructure is also needed e.g. off-site junction improvement works on the local network. These works are required very early in the development programme
Wellingborough East (Stanton Cross)	8	3,650	✓ Mix of B1, B2 and B8 development	Under construction	<ul style="list-style-type: none"> • None currently identified - 70 properties are under construction with the first occupation expected before Christmas 2018 • Through early funding and delivery of other key highway routes, this will allow multiple outlets and accelerate delivery
Wellingborough North (Glenvale Park)	9	3,000	✓ 6.7ha B1 land	Not started	<ul style="list-style-type: none"> • Design Codes need to be agreed to allow reserved matters to be approved, these are needed for each parcel of development • Completion of key highways schemes to unlock site delivery, including Isham Bypass and Isham to Wellingborough Improvements
Desborough North	1	700	✗	Not started	<ul style="list-style-type: none"> • Spine road delivery and affordability - full provision up front would open up the site for accelerated housing delivery. HIF bid for £3.6m not yet confirmed by Homes England following due diligence • Work commencing with CJC Developments and Avant Homes on two Reserved Matters applications

*See SUE reference numbers included on map in Figure 3.3 (p.18)

3. Growth targets and delivery: Progress of SUE delivery (2)

Over half of the area's SUEs have yet to commence, and must first overcome a number of delivery factors and challenges

SUE	Map Ref*	Dwellings	Employment	Progress	Key Factors Affecting Delivery
Irthlingborough West	2	700	✓ 7.5ha employment land	Not started	<ul style="list-style-type: none"> • Land remediation is required on site to make the site viable and this represents the main barrier to delivery • School extension and delivery
Rothwell North	6	700	✓ 3ha employment land	Not started	<ul style="list-style-type: none"> • Outline planning permission issued - applications expected soon seeking discharge of some conditions and the first three RMA respectively for the: <ul style="list-style-type: none"> ○ SLR spine road (up to the second internal roundabout); ○ RMA for utility compound; ○ RMA for 225 dwellings expected as soon as phasing plans are submitted and agreed (that is anticipated any day) • Construction management proposals to be subject to consultation
West Corby	10	4,500	✓ At least 2,500 jobs	Not started	<ul style="list-style-type: none"> • A6003 junction improvements • A43 capacity issues • Health Hub delivery – uncertainty of delivery model, sites and cost likely to cause issues in the short to medium term • Education provision (up front capital costs) • Onsite renewable energy provision (up front capital costs associated with DHN/Energy Centre)
Rushden East	7	2,500	✓ Range of employment opportunities	Not started	<ul style="list-style-type: none"> • A6 connectivity, walking and cycling • School provision • A6 improvements • Chowns Mill – has to be delivered separately
Tresham Garden Village	11	1,500	✓ Range of employment opportunities	Not started	<ul style="list-style-type: none"> • Link road • Sub station • A43 capacity issues • Educational requirements
TOTALS		28,850	At least 45.2ha		

*See SUE reference numbers included on map in Figure 3.3 (p.18)

3. Growth targets and delivery: Synthesis

North Northamptonshire is making good progress in delivering on its ambitious growth agenda, although a number of delivery factors need to be overcome

Synthesis

Adopted in 2016, the JCS sets out a vision for North Northamptonshire to be a nationally important growth area and provides an overarching framework against which to monitor progress and delivery of development over time. This chapter summarises the key growth targets relevant to the NNIF, examines what progress has been made to date, and identifies the most commonly occurring factors and barriers that have acted to slow delivery on certain sites. The key points can be summarised as follows:

- 1 The JCS recognises the distinctive role each of the four authority areas have to play in realising North Northamptonshire's growth ambition and identifies overarching growth targets for the area over the 20 year period to 2031; equivalent to an additional 35,000 new homes (40,000 including strategic opportunity for a further 5,000 dwellings at Corby) and a challenging target for 31,100 net additional jobs.
- 2 It also allocates strategic sites that are capable of accommodating this scale of housing and employment growth over the plan period. Planned housing growth is focused on the Growth Towns and Market Towns, with strong reliance upon a number of large SUEs. Meanwhile the employment growth strategy also focuses on SUEs for providing high quality job opportunities, supported by town centres as preferred locations for office uses.
- 3 Latest monitoring data shows that delivery of new homes has been picking up in recent months and years, but still falls slightly behind target for the first few years of the JCS period. Coupled with a range of other delivery factors, this underlines the importance of continued investment in key infrastructure across North Northamptonshire to enable housing delivery to continue at an accelerated pace, and to allow North Northamptonshire to achieve its significant growth potential.
- 4 Meanwhile, job growth within North Northamptonshire has exceeded JCS targets for the first five years of the plan period. The key challenge going forward will be how job growth in North Northamptonshire can align with and support the various growth drivers and sector opportunities across the C-MK-O Arc economic area and as identified within the emerging LIS for the SEMLEP area, for instance around advanced logistics and renewable energy technology, as well as diversifying the jobs market.
- 5 North Northamptonshire has a relatively strong housing market, although viability issues are slowing the progress of most of the large SUEs, as well as provision of the necessary infrastructure required to enable housing delivery to proceed in a timely manner. Local market signals make clear that the next phase of growth (which will be driven in large part by the SUEs and Growth Towns) will be dependent upon provision of critical infrastructure to de-risk, kick-start and speed up development.
- 6 From a commercial property market perspective, North Northamptonshire accommodates two broad market areas. The main focus of market activity is industrial, with office markets considered to be weaker and more secondary. There are a number of constraints which are hampering development in the wider area, including viability, electrical capacity and access to suitable workforce. Against the backdrop of the C-MK-O Arc and national Industrial Strategy, significant opportunities exist to achieve a step change in the area's commercial property market performance, if suitable infrastructure and sites can be provided to attract and grow high value, innovative business activity to complement ongoing population and housing growth.
- 7 A range of factors affecting the timing and pace of housing and employment development across North Northamptonshire have been explored as part of the NNIF, including those relating to infrastructure, market viability and planning. These are not definitive or exhaustive, and are accompanied by a range of wider place making and connectivity factors that come together to influence the pace of development on individual sites. These factors will need to be tackled if the scale of growth implied by the JCS is to be realised, and will form a key component of forthcoming funding bids and agreements.

Structure

- 1 Introduction
- 2 Context
- 3 Growth targets and delivery
- 4 Infrastructure investment priorities**
- 5 Conclusions

4. Infrastructure investment priorities: Overview

Achieving planned housing and employment growth will necessitate investment in new and existing infrastructure to unlock key development opportunities

Identifying Potential Projects

Provision of good quality infrastructure is an essential ingredient for a competitive modern economy and to facilitate thriving, high quality and sustainable communities. Research indicates that well-designed infrastructure investments deliver long-term socio-economic benefits including increased economic growth, productivity and positive spill-over effects. However, what distinguishes infrastructure from other forms of investment is its typically high-risk, long-term, capital-intensive nature, with high initial sunk costs and relatively long return periods on investment. This can lead to instances of market failure and, consequently, the potential rationale for public intervention.

Achieving the scale, nature and spatial distribution of growth set out in the North Northamptonshire JCS will necessitate significant investment in new infrastructure and upgrading of existing infrastructure in order to enable new homes and commercial space to come forward. An Infrastructure Delivery Plan ('IDP') was prepared by the NNJPDU in 2015 (and updated in 2017) to show how the development set out in the JCS will be supported through infrastructure provision. It does this by identifying key pieces of infrastructure that are required to deliver the objectives and policies in the JCS, detailing the broad locations where the infrastructure will be located and expected delivery timescales.

The more recent commitment by local authorities in North Northamptonshire to achieve accelerated housing growth and economic development over the JCS period to 2031 (including through progressing and securing a Growth Deal or other tailored packages of support with Government) places an even greater focus upon the enabling infrastructure required to bring forward key development sites. The purpose of the NNIF is to identify, map and prioritise the strategic investments and infrastructure projects required to bring the capacity identified in the JCS forward whilst ensuing place shaping, natural capital and health and well-being are provided. It is undertaken in the context of recent housing delivery falling short of JCS targets over the first few years of the plan period, placing pressure on remaining years of the JCS to address existing shortfalls.

The categories considered (overleaf) reflect the definition of “economic infrastructure” adopted by the National Audit Office and the Government’s Industrial Strategy but are expanded to include education, health, green and social infrastructure, also regarded as important to support sustainable growth.

Within the context of finite resources and a constrained public sector funding environment, it is essential that potential projects and investments are considered carefully in terms of their ability to directly support economic growth objectives whilst also taking account of standard appraisal approaches for public sector projects relating to deliverability, value for money and timeframes. In this respect, the NNIF prioritises investments in infrastructure and also growth enabling projects that offer greatest prospects of supporting and unlocking delivery of new homes and jobs to achieve the level of accelerated growth associated with the area’s recent inclusion within the C-MK-O Arc. Whilst less tangible, the ability of potential projects and investments to unlock and deliver wider infrastructure and place shaping improvements is also a key consideration, reflecting the wider vision and growth objectives set out in the JCS.

Through evidence base work undertaken to support the JCS and subsequent, ongoing monitoring, a range of projects have already been identified by various partners and stakeholders as having potential to unlock key development opportunities and enhance infrastructure provision across North Northamptonshire. Many of these are included in the 2017 IDP, the Strategic Economic Plan for the South East Midlands and various funding bids. These projects, as well as more recent proposals, have been drawn together by the client group and through stakeholder consultation, into a comprehensive schedule of 107 infrastructure projects. A short project information pro-forma was compiled for each project to gather up-to-date project information in a consistent format. A summary of the 107 projects by infrastructure type is included in Appendix 4.

The nature of projects and potential investments vary but include projects to unlock or overcome physical barriers and constraints to development, to enhance the pace of development by ‘frontloading’ site specific investment, and to boost developer confidence and in doing so, leverage private sector investment (whereby helping to deliver the wider JCS vision).

4. Infrastructure investment priorities: Infrastructure themes (1)

The NNIF considers a wide range of infrastructure categories or themes that are required to support the day-to-day functioning of an economy

Further contextual information is presented in Appendix 5.

Infrastructure Theme	Key Requirements	
Transport and highways	Strategic, principal and local road network, sustainable travel (including bus, cycle and pedestrian priorities)	Modelling work has identified various network pressure points and potential capacity shortfalls on A45 (inc Skew Bridge and Chowns Mill roundabouts), A14 (various junctions), A43 and A47 corridors. Modelling work also highlighted that highway improvements need to be supported by measures to achieve modal shift/change in travel behavior, and making greater use of technology to manage the network. Rail can also play a role in enhancing development densities around stations and providing high-value job opportunities for residents across an extended catchment area.
Education	Primary, secondary, further and higher education	SUEs will make provision for primary education to meet needs alongside new and extended primary schools within the existing framework. Demand for secondary provision is expected to be high during the plan period and new secondary schools will be required in Corby, Kettering and Wellingborough before the end of the decade. Land requirements for secondary schools are in the region of 8-10ha and the capital cost can range from £25m to £35m, these are more challenging to deliver but fundamental to creating sustainable places. See Appendix 5 for more information. Capital contributions are generally provided via S106 agreements. There are two further and higher education providers operating in North Northamptonshire; Tresham College, part of the Bedford College Group has colleges located in Corby, Kettering and Wellingborough; and Moulton College has a centre located in Higham Ferrers.
Health	Acute and primary health care	Kettering General Hospital is the major provider in North Northamptonshire; the site is constrained and being used inefficiently. There are potential opportunities to improve the site efficiency, however this will require a significant amount of funding and forward planning of service provision. Primary health care provision will need to expand to meet the needs of a growing population across North Northants. Within the county, NHS organisations have come together with their health, local authority and social care partners to form the Northamptonshire Health and Care Partnership, to work more effectively and in a more joined up way to better meet the needs of their local communities.
Emergency services	Police, fire and rescue services	New developments, from the beginning of construction, create an additional target for crime and anti-social behaviour. It is considered that developers should make a contribution towards interim policing of new developments for Police Community Support Officers to deter and prevent crime. Infrastructure around the fire service to meet operational standards is being reviewed. A new station is required in Kettering due to the location of the existing station, and access to the town.
Energy	Energy supply including electricity and gas	Western Power Distribution is responsible for electricity distribution across North Northamptonshire. There is an issue with the network and connecting more sustainable energy generation. Some parts of the network (south of Wellingborough, between Irthlingborough, Kettering and Corby) have become saturated when considering further demand or distributed generation connections. There are a series of sanctioned works and future potential schemes that Western Power Distribution has identified that will reinforce sections of the network that are either part or fully funded through their asset management programme. National Grid own and manage the high pressure transmission infrastructure before passing this on to distributors to deliver to consumer premises. There are no known issues with gas distribution in the North Northamptonshire area. The area has sector strengths in renewable and low carbon energy and green technologies and a key factor in North Northamptonshire becoming more self-reliant and resilient is ensuring that it generates a significant proportion of its own energy requirements from renewable sources.

Source: Adapted and updated from North Northamptonshire Joint Core Strategy Infrastructure Delivery Plan, September 2017

4. Infrastructure investment priorities: Infrastructure themes (2)

The NNIF considers a wide range of infrastructure categories or themes that are required to support the day-to-day functioning of an economy

Infrastructure Theme		Key Requirements
Utilities, water and waste	Water supply, sewage and water treatment	Anglian Water have now published their draft Water Resource Management Plan, this demonstrates how the supply and demand will be managed to meet needs. The Water Recycling Long Term Plan has been published and sets out a long term strategy to identify the investment needed to accommodate the anticipated scale and timing of growth. They are also monitoring growth and developing investment plans to reduce flow and loads and provide additional treatment when appropriate. Anglian Water have introduced a simplified charging mechanism for all new dwellings to pay a standard charge. The payment of these charges and money raised through customer bills supports the delivery of water and recycling infrastructure. Further detail is included at Appendix 5.
Telecomms	Broadband, telephone, mobile and radio	An effective telecommunications network which is fast, reliable and fit for purpose is a necessity to support an information based economy. NCC has targets of 99% plus superfast broadband, and 65% plus ultrafast coverage, by March 2021. This involves working with the wider telecoms market to promote commercial coverage. The continued availability of funding to invest in solutions where needed will be essential to reach these targets. A particular focus is increasing full-fibre coverage. Mobile coverage is also important. This should include full 4G coverage and 5G connectivity.
Natural capital and green infrastructure	Ecosystem service provision and enhancement, habitat opportunities, natural and semi-natural greenspace, green corridors, amenity greenspace	Work has been undertaken with stakeholders to identify key projects which will protect important areas of biodiversity from increased visitor pressure and provide natural green space. In addition a great deal of work on Habitat Opportunity Mapping has taken place to identify the best locations for a variety of habitats that provide a wide range of Ecosystem Services. The Natural Capital assets in North Northamptonshire are significant and need protecting and enhancing where possible to ensure their value for place shaping is retained. An additional Green Infrastructure Delivery Plan (GIDP) has been prepared for Kettering Borough. This category also includes blue infrastructure (such as North Northamptonshire's network of rivers and lakes) which will need to accompany the ongoing development in North Northamptonshire. Further detail is included at Appendix 5.
Social and cultural	Community facilities, leisure facilities (including sport facilities), open space, cultural events and activities	There are various aspects of culture that will need to be provided to meet the demands of a growing population. The development of new facilities and the adaptation of existing assets will continue to support development within the area.
Flood management	Flood defences	A County Wide Local Flood Risk Management Strategy was updated in 2016 in partnership with the Borough and District Councils, the Environment Agency and Anglian Water. This identified key flood and water related infrastructure requirements and used all the locally relevant studies to inform these requirements. The large developments across the area will create a need for comprehensive water management schemes. Some schemes will be required solely for the new developments, others will help protect against wider issues. New developments should use sustainable drainage systems to manage water on site which can also provide biodiversity or green infrastructure enhancements in addition to managing flood risk.

Source: Adapted and updated from North Northamptonshire Joint Core Strategy Infrastructure Delivery Plan, September 2017

4. Infrastructure investment priorities: Summary by theme

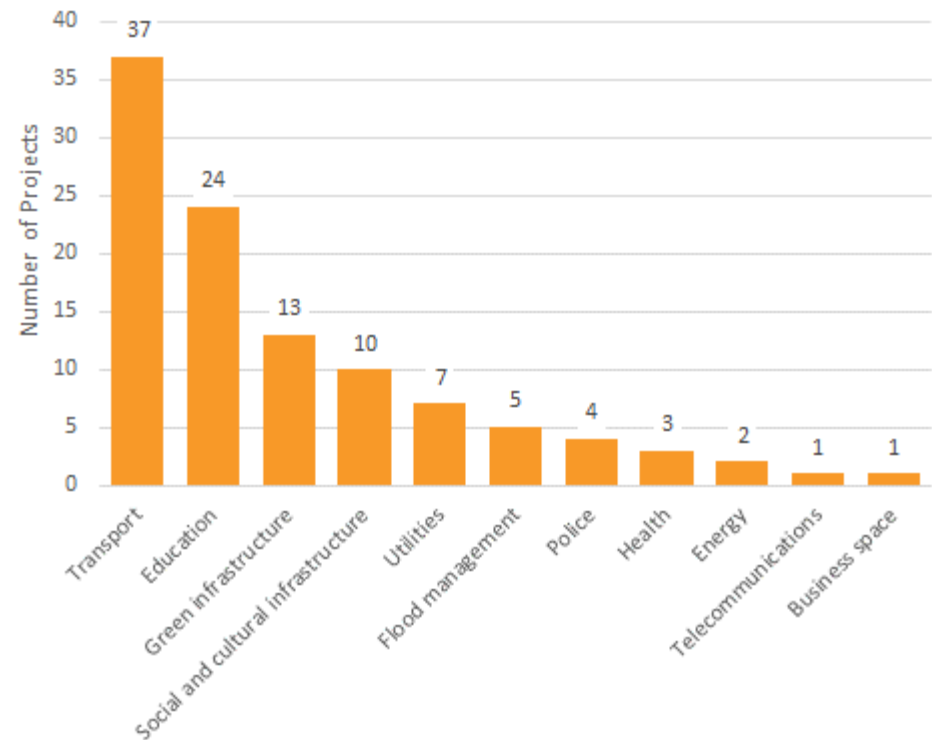
The 'long list' of 107 potential projects cover the full range of infrastructure themes considered to be important in supporting economic and housing growth

Projects by Theme

The 'long list' of 107 potential projects cover the full range of infrastructure themes that have been considered as part of the NNIF, although transport projects form the largest component, totaling 37 projects (34%) as shown in Figure 4.1. Some examples of projects by infrastructure theme are listed below:

- **Transport and highways:** public transport improvements, new and enhanced junctions, road dualling, new roads and bypasses, roundabout improvements, new cycle corridors.
- **Education:** new primary and secondary schools, including in the SUEs and extensions to existing schools.
- **Green infrastructure:** upgrades and improvements to nature reserves, country parks, meadows, woodlands, and provision of new greenways.
- **Social and cultural:** new and enhanced sports pitches and facilities, enhanced cultural attraction in Kettering and Wellingborough.
- **Utilities:** upgrading, replacing and installing electric circuits and switchboards.
- **Flood management:** flood alleviation schemes, culvert improvements, additional reservoir storage and new reservoirs.
- **Emergency services:** police service capital provision.
- **Health:** primary care hubs in the community, new urgent care hub and midwife unit at Kettering Hospital.
- **Energy:** electricity sub-station and heat network mapping.
- **Telecomms:** roll-out of superfast and ultrafast broadband across Northamptonshire.
- **Business Space:** provision of purpose-built, modern accommodation for businesses such as an Enterprise Centre.

Figure 4.1: Infrastructure Projects by Theme

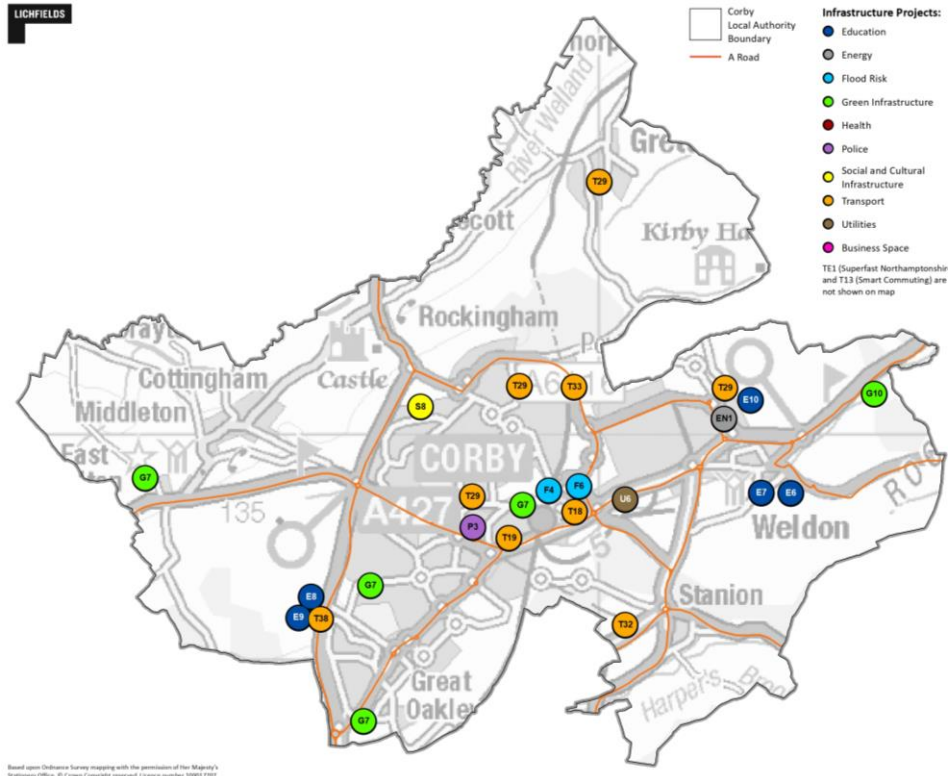


Source: Lichfields

4. Infrastructure investment priorities: Corby

Projects are distributed across each of the four local authority areas in North Northamptonshire

Figure 4.2: Infrastructure Projects in Corby



Source: Lichfields (at January 2019)

Corby accommodates a mix of potential projects, although the majority relate to transport, education and green infrastructure (Figure 4.2). Some of the transport projects relate to Borough-wide improvements in public transport, junction and highways capacity, walking and cycling, while others are required to directly unlock development sites to enable them to come forward (either in full or through a later phase) including at Little Stanion and the Corby West SUE.

The Corby Northern Orbital Road Phase 2 project would help to open up development opportunities across a number of different sites in the northern part of the NNIF study area, including employment opportunities at Rockingham Enterprise Area, residential development at Priors Hall, Weldon Park and Tresham Garden Village (in adjoining East Northamptonshire). Improvements to the A43 (north of the A14) could also help to unlock various development sites along this important transport corridor.

Education projects relate to new primary and secondary school provision as part of new SUE developments as well as provision of a new secondary school in Corby to help cater for higher than forecast in-migration into the town.

Green infrastructure projects mainly relate to woodlands improvements across a number of country parks located within the Borough's fringes, as well as a proposed new greenway to connect the Tresham Garden Village new development to the two closest towns of Oundle and Corby.

The remaining infrastructure projects are accommodated within Corby's urban area, including a project to investigate how the Borough can better integrate low carbon heat networks, Police service capital provision, and water and flood management projects.

4. Infrastructure investment priorities: Kettering

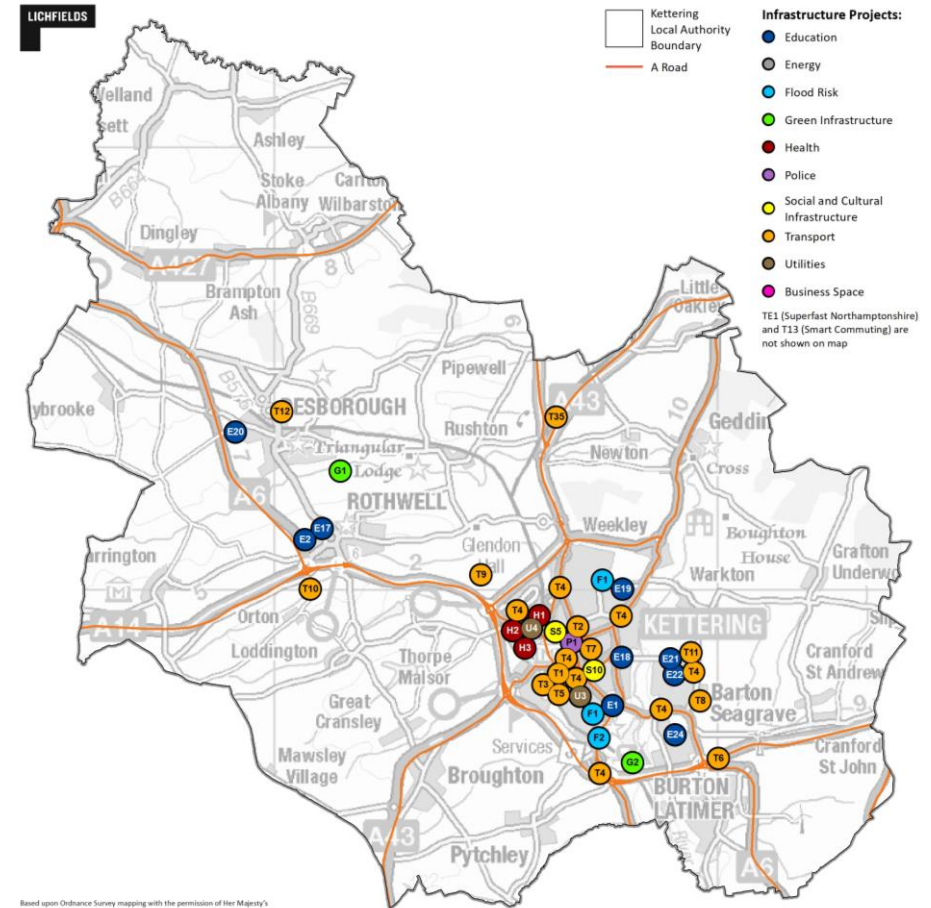
Projects are distributed across each of the four local authority areas in North Northamptonshire

The majority of potential projects identified in Kettering Borough are located within the town of Kettering as shown in Figure 4.3. They cover a range of different infrastructure themes but with a strong focus on transport. Some of the suggested transport projects comprise a series of strategic improvements to key junctions to improve their operation and capacity while others have been identified due to their role in directly unlocking key residential and commercial development sites, such as the Kettering East SUE. The Borough also accommodates other projects that cut across the whole of the NNIF study area, such as proposed capacity improvements to the A43 North of the A14 which represents a genuinely strategic, sub-regional intervention. Improvements to the A509 between Kettering and Wellingborough will also benefit key land allocations south of the town.

Many of the education related projects represent provision of new primary and secondary schools as part of Kettering's SUEs (at Kettering East, Rothwell and Desborough). The Borough also accommodates two significant healthcare projects; an Urgent Care Hub and Midwife led unit on the Kettering General Hospital site near the town centre that will service a multi authority area.

These are accompanied by a selection of flood risk, utilities and social and cultural infrastructure projects including electricity network upgrades, and a dedicated cultural attraction based in Kettering town centre (GLaM).

Figure 4.3: Infrastructure Projects in Kettering

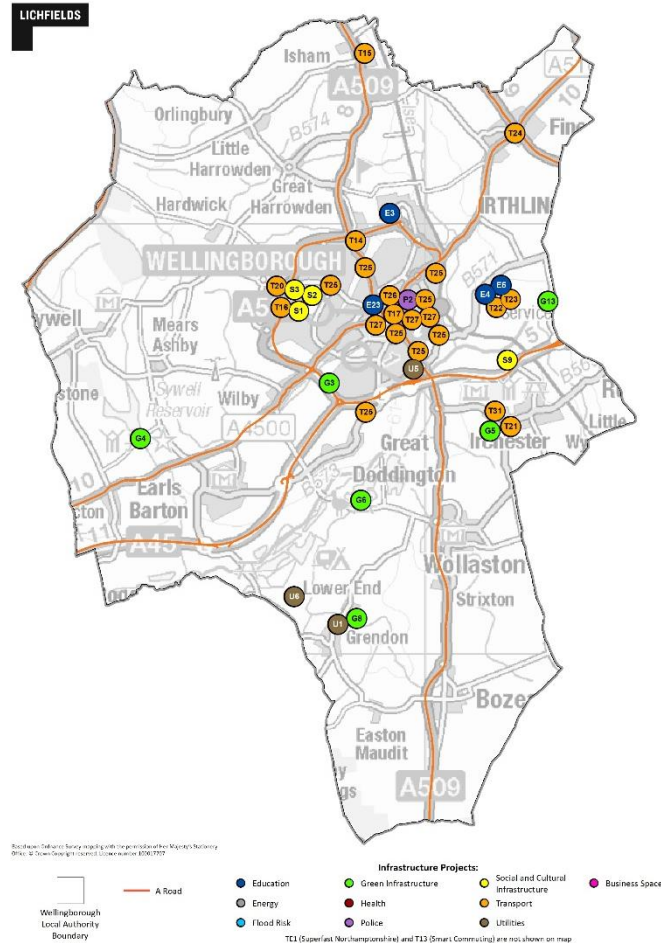


Source: Lichfields (at January 2019)

4. Infrastructure investment priorities: Wellingborough

Projects are distributed across each of the four local authority areas in North Northamptonshire

Figure 4.4: Infrastructure Projects in Wellingborough



Source: Lichfields (at January 2019)

As shown in Figure 4.4, the majority of potential projects in Wellingborough Borough are located in and around the urban area, with a key focus on transport related projects. These include measures to enhance public transport provision (such as the High Quality Bus Loop and Bus Interchange), Wellingborough Town Centre Public Realm Improvements (phase 2) and improvements to key junctions and roundabouts in the Borough.

Site specific transport infrastructure projects relate to Wellingborough’s two SUEs (Wellingborough East and Wellingborough North) including various access routes to Stanton Cross (Wellingborough East) and improvements to the road network north of Wellingborough (in and around the village of Isham) to facilitate access to the Wellingborough North SUE and alleviate existing traffic issues.

Wellingborough also accommodates a number of green infrastructure projects relating to enhanced visitor infrastructure at the Borough’s country parks, nature reserves and meadows, and these tend to be located in the more rural areas of the Borough.

Education projects represent provision of new schools at Wellingborough’s SUEs as well as provision of a refurbished and modernised college (Tresham College) on Church Street. A number of social and cultural infrastructure projects have also been identified in Wellingborough including provision of 3G pitches, a swimming pool and sports hall.

4. Infrastructure investment priorities: East Northants

Projects are distributed across each of the four local authority areas in North Northamptonshire

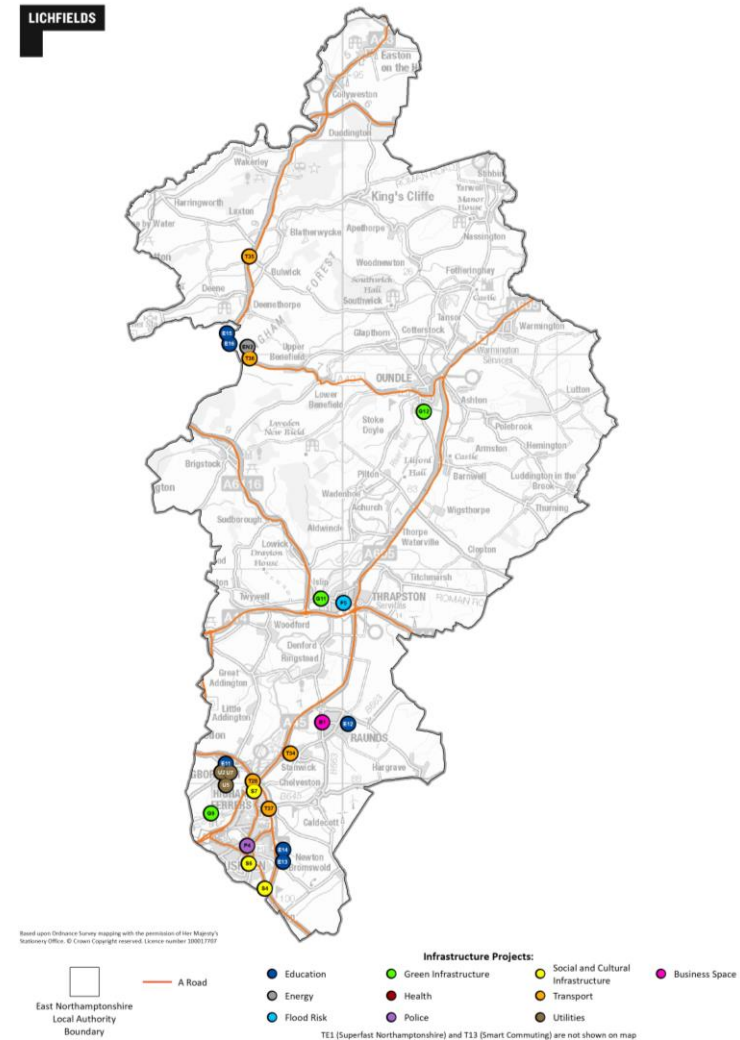
Potential projects in East Northants are dispersed across the District and concentrated within and around the key settlements of Rushden, Thrapston and Oundle and also along the District's key road networks (Figure 4.5). These include a number of new primary and secondary schools within the SUEs at Rushden East and Irthlingborough.

The new Tresham Garden Village is associated with a number of identified projects that are identified as being required for mixed-use development to be able to proceed on site, including provision of an electricity sub-station, new road access to the site and provision of new schools.

The District accommodates a number of key transport projects including proposed upgrades to the A45 between Stanwick and Thrapston and to the A43 North of the A14. Meanwhile, roundabout improvements are identified at Chowns Mill to alleviate severe existing congestion at a key intersection.

Wider place making related interventions include extension of the Greenway towards Wellingborough in the south and Oundle in the north, new sports provision and provision of a new dedicated enterprise centre at Raunds to meet a gap in the market for easy in/out serviced business space to support new business start ups and enterprise growth in the District.

Figure 4.5: Infrastructure Projects in East Northants



4. Infrastructure investment priorities: Prioritisation framework

Each of the 107 potential projects are considered against a range of delivery factors and growth outcomes to be able to identify overarching priorities

Assessing Relative Priority

In order to identify the key infrastructure and other investments that are required to deliver and accelerate the delivery of planned housing and employment growth across North Northamptonshire over the period to 2031, a number of key delivery factors and growth outcomes have been assembled that are considered to be most important in order to be able to assess potential projects against.

As part of the NNIF, a prioritisation framework or matrix has been compiled that focuses on bringing forward the most deliverable infrastructure and other proposals that can play the biggest role in unlocking North Northamptonshire's growth potential. The framework builds in a number of key appraisal criteria and measures of success against which each potential project can be considered, as follows:

- **Timescales** (short term/medium term/long term etc);
- **Housing and employment development it would directly support** (i.e. delivery of new homes, direct job creation, delivery of new employment space, provision of new skills opportunities for residents and workers);
- Likely **deliverability** (i.e. planning policy status, market demand, development viability);
- Likely **additionality** (deadweight, displacement, speed of delivery etc);
- Scope for **leveraging private sector investment**;
- Projected **costs and funding sources**;
- **Delivery partners**;
- **Interdependencies** (between projects); and
- **Funding status/potential funding availability**.

These criteria have been identified for the purposes of appraising the 'long list' of potential infrastructure projects against their ability to bring forward identified capacity of housing and employment growth in North Northamptonshire. In some cases this focuses on capacity that has yet to come forward; in other cases projects relate to infrastructure that is needed to enable the continued delivery of sites that are already being built out.

The criteria draw on public sector guidance for ensuring value for money from investments as well as Lichfields' own experience of economic appraisal. Further detail about each of the criteria is presented on the following page.

The prioritisation matrix and key appraisal metrics have been applied to the portfolio of 107 potential projects and investments in order to identify a series of priority future infrastructure and other projects for North Northamptonshire that offer the greatest prospects of facilitating the level of housing and employment growth associated with both the JCS and C-MK-O Arc accelerated delivery. This includes continuing the delivery and build out of SUEs to maintain momentum.

Projects are also appraised based on their ability to facilitate wider place shaping improvements (including those focused around health and well being, natural capital etc) that are considered to be important in developing sustainable, successful communities.

The resulting Investment Framework is presented as a separate 'live document' which is capable of being periodically updated going forward, as project information changes.

4. Infrastructure investment priorities: Appraisal criteria

The following criteria have been applied to each of the 107 potential projects to assess the relative contribution of each in supporting growth and development

Criteria		Description
a) Strategic Fit	National	Alignment with / supporting Government's Industrial Strategy (including 5 foundations of productivity) and NPPF2 principles
	Sub-Regional	Alignment with / supporting LEP growth sectors & emerging LIS (including Commercialisation Core, advanced logistics, ICT & digital, energy and clean growth, business premises and scale-up, modern methods of construction, connectivity) and housing delivery in C-MK-O Arc
	Local	Alignment with / supporting JCS overarching vision and objectives (sustainable, green growth, high quality jobs etc)
b) Housing and employment development directly supported	New homes	Scope for unlocking development sites for housing and employment, securing these outputs/outcomes. Focus on type and scale of outcomes (including scope to unlock more than one development site)
	Direct jobs (including high value jobs)	
	New employment/commercial space	
	Leveraging private sector investment	
c) Deliverability	Planning permission / planning policy status	Allocated / unallocated / proposed / permission etc
	Project status	Pre-feasibility, feasibility, outline design etc
	Evidence of 'Showstopper' constraints	Risks to timely delivery, other constraints beyond partners control
d) Timescales	Short term (2019/20 to 2024/25)	Anticipated timescales associated with infrastructure proposals / projects
	Medium term (to 2031)	
	Long term (beyond 2031)	
e) Additionality	Deadweight	Extent to which benefits will be realised without funding / intervention. High deadweight implies a strong likelihood that benefits would be realised without intervention (i.e. would occur anyway), while low deadweight implies that benefits are unlikely to be realised without intervention
	Displacement	Extent to which funding / intervention will simply shift economic activity or benefits from occurring in other areas, rather than stimulating genuinely additional activity or benefits
	Speed of delivery	Impact of funding / intervention on the speed of delivery of economic benefits, such as realising benefits at an earlier stage
f) Funding Availability and Gaps	Fully funded	Extent to which project has already received funding/has funding identified
	Part funded (funding gap)	
	No identified funding	
g) Interdependencies	Site specific (1 site)	Extent to which project would support/unlock development on 1 or more sites, cross-overs and links
	Site specific (multiple sites)	
	General (not site specific)	

Source: Lichfields

North Northamptonshire Investment Framework – Final Report

4. Infrastructure investment priorities: Key considerations (1)

The resulting prioritisation framework poses a number of considerations to inform the next steps in securing the investment required to enable growth

The results from the projects prioritisation process highlight a number of key considerations for the JPDU and its partners which will inform the next steps in securing a Growth Deal or other tailored package of support, and other public and private sector investment needed for accelerated delivery of the adopted JCS for North Northamptonshire. These are summarised below by theme.

a) Delivering Transformational Growth

A wide variety of projects have been appraised through this investment framework in terms of their potential to unlock and facilitate employment and housing growth across North Northamptonshire. They all have a role to play in supporting the area to achieve its growth potential, but the relative scale and nature of growth outcomes associated with each project or investment varies considerably across the portfolio:

- Some projects are required to deliver the quantum of housing delivery and job growth set out in the JCS and are therefore critical in enabling North Northamptonshire to achieve the 'minimum' growth trajectory that each local authority is currently planning for. The SUEs are particularly relevant here, given the combined contribution they are expected to make, and projects relating to unlocking the next phase of development within the SUEs therefore fall within this 'critical' category, particularly if there is a risk of development stalling in absence of the proposed investment. There is a real risk that North Northamptonshire is unable to continue its track record of delivering planned housing and employment growth if funding is not secured to overcome development barriers that have been identified.
- Some projects are identified for inclusion based on their ability to accelerate the pace of planned development at a particular site, whereby enabling growth outcomes to be delivered and start accruing at an earlier point in the JCS period. This mainly relates to transport and highways projects on the SUEs such as junction works, new access roads and roundabout improvements. The potential value and benefit from these projects is all the more pertinent given the slower than anticipated progress that has been made on some of the SUEs over recent months. As noted earlier in this report, three of the SUEs are now delivering and require continued investment to ensure this delivery can continue to take advantage of the early infrastructure that is in place.

- Other projects included in the prioritisation framework are identified as having the potential to deliver an additional scale of housing and/or employment growth over and above the quantum set out in the JCS. These typically relate to locations and sites identified in the JCS as areas of opportunity that have potential to deliver a genuinely transformational trajectory of growth within North Northamptonshire. This includes highway improvement works to unlock development at the West Corby SUE which provides a 'strategic opportunity' for significant additional growth. The framework also includes two projects related to the proposed Tresham Garden Village at Deenethorpe Airfield; an exceptional opportunity which would be treated as a 'windfall' in addition to the housing and employment targets for North Northamptonshire.
- Meanwhile, other projects are less directly linked to tangible growth outcomes (such as delivery of new housing or jobs) but instead have the potential to deliver a wider range of development outcomes, for instance relating to place making and shaping, cultural facilities and provision of critical education and healthcare to serve a growing (and ageing) population. Conventional appraisal criteria (that tend to focus on direct or tangible development outcomes) are less helpful in demonstrating the wider value supported by such measures, so the potential benefits of these wider interventions will need to be presented in a different way.

These different characteristics will inevitably influence the relative priority of each project (when assessed against the criteria noted above) and the source of funding that could be available to support implementation.

4. Infrastructure investment priorities: Key considerations (2)

The resulting prioritisation framework poses a number of considerations to inform the next steps in securing the investment required to enable growth

b) Housing vs Employment Growth Outcomes

Whilst the NNIF identifies, maps and prioritises the strategic investments required to bring forward capacity of North Northamptonshire's various employment and housing growth locations, the majority of projects included in the framework relate to measures to unlock housing delivery and associated barriers. By contrast, projects relating to bringing capacity forward across the area's key employment locations are less well represented, pointing to a potential gap in the NNIF evidence around infrastructure delivery required to unlock North Northamptonshire's business development opportunities.

For instance, very few projects included in the framework directly relate to the proposed Kettering Energy Park (policy 26 in the JCS) or the Rockingham Enterprise Area (policy 27), both of which are identified as offering significant potential and opportunity to develop existing high growth sector clusters present within North Northamptonshire, helping to diversify the area's business base and enhance overall levels of economic productivity. Both sites offer clear scope to respond to national and sub-regional policy and economic objectives, including growth of the renewable energy and motorsport/automotive sector priorities emerging from the SEMLEP LIS, but remain at an early stage of development.

The NNIF represents a point in time assessment and has appraised a 'snapshot' of projects that are sufficiently well developed at the point of preparation. While it does not cover all development sites and growth locations identified within the North Northamptonshire JCS, there are a number of development opportunities – including those at the Kettering Energy Park and Rockingham Enterprise Area as noted above – that are likely to face infrastructure issues and barriers which would need to be overcome to enable the site's potential to be fulfilled. These infrastructure related projects will therefore likely feature in future investment framework updates and funding bids in due course, once further details are known and become available.

c) Strategic Links and Packaging of Projects

Some of the projects included within the prioritisation framework are not identified as directly delivering significant additional outputs or outcomes in isolation (based on the appraisal criteria applied) and are therefore given a relatively low priority status. In reality and when considered as part of a wider package of linked or related projects, they may in fact play an important wider enabling role in delivering sustainable growth across North Northamptonshire. Indeed, many of the transport and highways projects that have been considered share strategic links and if considered together as a package or cluster of projects could achieve a higher overall score and priority status. This is particularly relevant in the case of proposed improvements to the A509 at Isham comprising a new bypass around the village of Isham and upgrading the existing road to a dual carriageway to link to the A14. These should be considered as a package or programme of measures which would need to be delivered in conjunction with each other in order to realise the full scale of benefits and growth outcomes. This is equally relevant with regards to natural capital/green infrastructure interventions and there will be merit in holistic engagement with all key delivery partners across all infrastructure projects to ensure that multiple benefits can be achieved.

d) Projects vs Wider Measures

Through consultation carried out as part of the study, the NNIF has identified a range of complementary measures and mechanisms that could be used by various partners and the JPDU to help facilitate future delivery of housing and employment growth. These do not represent projects per se (and do not therefore feature within the project portfolio compiled) but instead relate to growth enabling processes and procedures, such as ongoing capacity funding to enhance and streamline the planning and economic development functions across North Northamptonshire, measures to encourage diversification of housing delivery (for example by de-risking development sites for SME house builders), capacity support for the local CCG/NHS Northamptonshire to deliver estate plans and shift towards Hub delivery, and support to develop locally-based construction technologies and contemporary construction techniques. Greater freedoms and flexibility should also be explored to more easily 'pool' developer contributions and enable critical supporting infrastructure such as new school provision to be brought forward at an earlier stage of delivery for the key SUE sites in North Northamptonshire. These measures should form part of the overall Growth Deal or other tailored package of support and other funding streams in due course.

4. Infrastructure investment priorities: Key considerations (3)

The resulting prioritisation framework poses a number of considerations to inform the next steps in securing the investment required to enable growth

The role of Wider Place Shaping

The NNIF provides an opportunity to consider growth enabling infrastructure requirements for North Northamptonshire in a genuinely holistic and strategic way, and a key theme that has emerged throughout its production is that of place shaping, and the need to focus on wider requirements – beyond housing and employment development – that are essential for building and maintaining sustainable and prosperous communities.

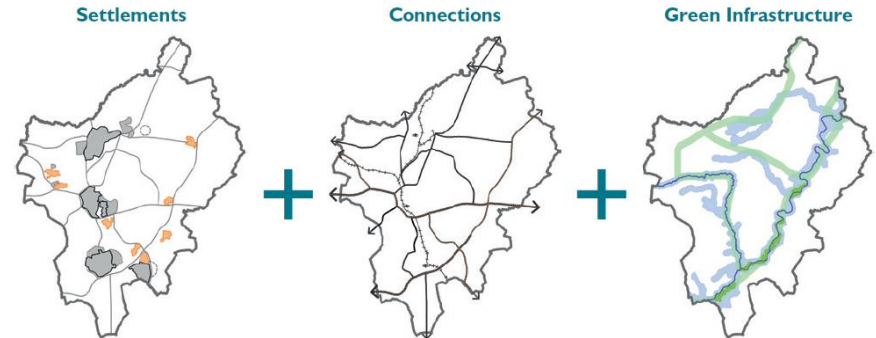
Whilst inevitably less tangible, the ability of potential projects and investments to unlock and deliver wider infrastructure and place shaping improvements therefore represents a key consideration as part of the NNIF, reflecting the wider vision and growth objectives set out in the JCS.

Indeed, the JCS Vision and Outcomes set out an ambitious agenda for place-shaping, defined as the ways in which local players collectively use their influence, powers, creativity and abilities to create attractive, prosperous and safe communities; places where people want to live, work and do business. The overall spatial strategy includes policies and proposals that will help to deliver the following elements of place shaping:

1. Establish a strong network of urban and rural areas that make the area more self-reliant, with Sustainable Urban Extensions as key building blocks for sustainable growth.
2. Improve connections to places within and beyond the area, with an emphasis on providing greater transport choice to reduce reliance on the private car.
3. Enhance the framework of green infrastructure that is an essential part of the character of the area and provides vital ecosystem services.

This provides the strategic context for delivering sustainable growth in North Northamptonshire, as illustrated in Figure 4.6 to the right.

Figure 4.6: Components of the North Northamptonshire Spatial Strategy



Source: North Northamptonshire Joint Core Strategy 2011-2031

The importance of achieving these wider place shaping objectives should not be underestimated and place making interventions will need to feature prominently within any comprehensive package of infrastructure requirements for delivering planned growth across North Northamptonshire over the period to 2031 and beyond. This might mean that projects focused around themes such as health and wellbeing, natural capital, social and cultural infrastructure will need to be subject to a slightly different set of appraisal criteria for prioritisation to those considered as part of the NNIF, and potential sources of funding to deliver particular projects will differ from those targeted primarily at housing and employment delivery.

Telecommunications represents a relevant example in this respect; an effective telecommunications network which is fast, reliable and fit for purpose is a necessity to support an information based economy. Strong digital connectivity, including full-fibre connectivity, together with excellent mobile connectivity through 4 and 5G coverage will be an essential component to support wider growth across North Northamptonshire due to the polycentric spatial pattern of development in the area and the relatively dispersed nature of growth that has taken place across different centres. The Superfast Northamptonshire project seeks to extend superfast broadband coverage and future developments such as Tresham Garden Village provide an opportunity to pilot full-fibre/5G connectivity and digital living.

4. Infrastructure investment priorities: Synthesis

A portfolio of 107 projects has been compiled through the NNIF and considered against a range of growth outcomes to identify overarching investment priorities

Synthesis

Achieving the scale, nature and spatial distribution of growth set out in the North Northamptonshire JCS will necessitate significant investment in new infrastructure and upgrading of existing infrastructure in order to enable new homes and commercial space to come forward. This chapter summarises the methodology applied by the NNIF to prioritise key infrastructure investments and sets out a number of key considerations which will inform the next steps in securing the investment required to enable growth:

- 1 The NNIF prioritises investments in infrastructure and also growth enabling projects that offer greatest prospects of supporting and unlocking delivery of new homes and jobs to achieve the level of accelerated growth associated with the area's recent inclusion within the C-MK-O Arc. The ability of potential projects and investments to unlock and deliver wider infrastructure and place shaping improvements is also a key consideration, reflecting the wider vision set out in the JCS.
- 2 A range of 107 projects have been identified by various partners and stakeholders as having potential to unlock key development opportunities and enhance infrastructure provision across North Northamptonshire. These cover 10 different infrastructure themes that are required to support the day-to-day functioning of an economy. The nature of projects and potential investments vary but include projects to unlock or overcome physical barriers and constraints to development, to enhance the pace of development by 'frontloading' site specific investment, and to boost developer confidence and in doing so, leverage private sector investment. Projects are distributed across each of the four local authority areas in North Northamptonshire.
- 3 Each project has been considered against a range of delivery factors and growth outcomes to be able to identify overarching priorities. The resulting Investment Framework is presented as a separate 'live document' which is capable of being periodically updated going forward, as project information changes.

- 4 The results from the projects prioritisation process highlight a number of key considerations for the JPDU and its partners which will inform the next steps in securing a Growth Deal or other tailored package of support and other public and private sector investment. These include:
 - The role of the various projects in supporting different levels and types of growth across North Northamptonshire, ranging from meeting the 'minimum' growth trajectory identified in the JCS through to enabling accelerated and additional growth. These different characteristics will inevitably influence the relative priority of each project and the source of funding that could be available to support implementation.
 - The relative balance between housing and employment growth outcomes associated with individual projects included in the NNIF, with the majority of projects relating to measures to unlock housing delivery and associated barriers. This points to a potential gap in the NNIF evidence around infrastructure delivery required to unlock North Northamptonshire's business development opportunities which should be addressed in future updates to the NNIF.
 - Scope to package up individual projects (particularly those that are given a relatively low priority status) to consider as part of a wider package of linked or related projects, where this can demonstrate an important wider enabling role in delivering sustainable growth across North Northamptonshire.
 - Inclusion of a range of complementary measures and mechanisms within the overall package of support and other funding streams that could be used by various partners and the JPDU to help facilitate future delivery of housing and employment growth. These do not represent projects per se but instead relate to growth enabling processes and procedures.

4. Infrastructure investment priorities: Highest priority projects

The highest scoring projects together have a funding shortfall of just under £307m, based on a ‘point-in-time’ snapshot as at May 2019

Ref	Project Name	Infrastructure Type	Funding Shortfall (£m)
SHORT TERM PROJECTS (2019/20 - 2024/25)			
T15	Isham Bypass	Transport	£41.0
T14	Isham to Wellingborough Improvements (IWIMP)	Transport	£35.8
T33	Corby Northern Orbital Road Phase 2	Transport	£30.0
T35	A43 North of the A14	Transport	£17.9
E21	Secondary School – Kettering East	Education	£16.5
T3	Highway and junction improvements in Kettering	Transport	£11.0
T17	Wellingborough Town Centre Public Realm Improvements- Phase 2	Transport	£9.0
T1	Station Quarter Transport Interchange	Transport	£8.5
EN2	Tresham Sub-Station	Energy	£8.1
T4, T25 & T29	Walking and Cycling improvements in Corby, Kettering and Wellingborough	Transport	£16.3
T2	Kettering bus priority measures	Transport	£5.9
T36	Tresham Garden Village link and hual roads	Transport	£4.9
B1	East Northants Enterprise Centre	Business Space	£4.5
E2	Primary School - Rothwell North SUE	Education	£4.3
T26	Junction and other improvements Wellingborough	Transport	£4.0
E20	Primary School – Desborough North SUE	Education	£2.5
S10	GLaM (Cultural attraction)	Social & Cultural	£2.5
T32	Little Stanion Highways Infrastructure	Transport	£0.7
SHORT TERM PROJECTS SUB-TOTAL			£223.4
MEDIUM TERM PROJECTS (TO 2031)			
T11	Weekley Warkton Avenue	Transport	£27.4
T6	A14 Junction 10a and A6 link road	Transport	£23.5
E4	Secondary School – WEAST (Stanton Cross)	Education	£13.4
T38	A6003 Improvements	Transport	£11.6
E15	Secondary School in Tresham Garden Village	Education	£7.5
MEDIUM TERM PROJECTS SUB-TOTAL			£83.4
GRAND TOTAL			£306.8

Structure

- 1 Introduction
- 2 Context
- 3 Growth targets and delivery
- 4 Infrastructure investment priorities
- 5 Conclusions**

5. Conclusions

This NNIF prioritises the key infrastructure investments required to achieve transformational growth across North Northamptonshire

Overarching Conclusions

This Investment Framework for North Northamptonshire identifies measures to accelerate the delivery of planned housing and employment growth across North Northamptonshire over the period to 2031 by providing a comprehensive set of infrastructure requirements for delivering this planned growth.

It has been prepared at an important juncture in North Northamptonshire's growth trajectory as the area builds on the momentum associated with the committed SUEs and implementation of Tresham Garden Village to accommodate recent and expected future growth in its population and business base.

The NNIF has also been developed in response to a range of strategies at the national, sub-regional and local level that seek to boost productivity and local economic performance. These provide a timely opportunity for partners across North Northamptonshire to evidence the contribution the area (and its key development locations) can make towards achieving these overall objectives through provision of the required supporting infrastructure.

The North Northamptonshire Joint Core Strategy, adopted in 2016, provides a key starting point for the NNIF and sets out an overarching spatial strategy and associated growth targets for the area. Good progress has been made over the first few years of the JCS period in delivering on its ambitious growth agenda, supported by a generally strong housing and commercial property market.

However, a number of North Northamptonshire's key development sites (including the SUEs where the majority of growth will occur) have been affected by a number of recurring delivery factors including those relating to infrastructure, market viability and planning. These factors – which have also been identified by previous technical work and are not unique to North Northamptonshire - will need to be tackled and overcome if the scale of growth implied by the JCS is to be realised, and will form a key component of forthcoming funding bids and agreements. There is a real risk that planned development and recent progress will stall if infrastructure funding is not secured in the short term.

These factors provide an important backdrop to the development of a prioritisation framework through this NNIF that assesses the relative contribution of a portfolio of 107 potential projects in supporting housing and employment growth as well as wider place making over the remainder of the JCS period to 2031 (and beyond).

The results from this prioritisation are presented as a separate 'live document' which can be updated periodically going forward. This process highlights a number of key considerations for the JPDU and its partners to take account of and inform the next steps in securing a Growth Deal or other tailored package of support, and other public and private sector investment needed for accelerated delivery of the adopted JCS for North Northamptonshire. These concern the role of the various projects in supporting different levels and types of growth across North Northamptonshire; the relative balance between housing and employment growth outcomes associated with individual projects included in the NNIF; and the scope to package up individual projects to consider as part of a wider package of linked or related projects where this can result in a higher overall level of priority.

The report also starts to identify a number of complementary measures and mechanisms which could be included within the overall 'ask' as part of future funding and support packages to help facilitate future delivery of housing and employment growth. These do not represent projects per se but instead relate to growth enabling processes and procedures.

A consistent issue that has been identified throughout the NNIF relates to the current lack of a coherent and compelling economic narrative and strategy for North Northamptonshire; one that articulates existing economic strengths and USPs and focuses attention and resources on areas where concerted effort is required by partners to maximise the area's growth potential and realise key growth priorities. This is particularly pertinent at the current time as wider economic visioning and strategy work is underway across the C-MK-O Arc and SEMLEP area. Some initial suggestions are provided overleaf which the JPDU and its partners could consider, drawing on existing economic development initiatives that are already underway across North Northamptonshire (e.g. under the 'Enterprising' brand), focusing on a high level analysis of key economic strengths, weaknesses, opportunities and threats to transformational growth.

5. Conclusions

Delivery of the NNIF and associated projects would benefit from a coherent and well evidenced economic strategy for North Northamptonshire

Strengths	Weaknesses
Existing sector strengths and clusters can be used to stimulate higher value economic growth (inc high performance technologies, renewable and low carbon energy and green technologies, and logistics)	Job growth has historically fallen behind targets and a number of key employment development sites have failed to attract investment. Furthermore, employment development projects are under-represented within the NNIF
Strong housing and employment growth in recent years – ‘tried and tested’ location for growth	Low representation within business base of a number of high value sectors which are targeted/identified by sub-regional policy and strategy
Successful track record in cross boundary partnership working (inc through JDC and JPC) provides strong foundation for effective economic strategy	NN currently lacks a coherent economic narrative and identity, making it harder to define a potential role or contribution to wider economic initiatives (such as the C-MK-O Arc)
Relative affordability of housing in NN, giving the area a competitive advantage as a residential location within wider C-MK-O Arc	Educational attainment levels and ability to provide degree level courses impacts on North Northamptonshire’s ability to attract certain sectors and businesses (notwithstanding planned improvements to higher education facilities in locations such as Wellingborough town centre)
High quality natural environment / access to countryside and places to live	Relatively poor profile/perceptions of some parts of NN amongst some sectors as a business location
Opportunities	Threats
Emerging LIS sector growth priorities (inc advanced logistics, energy technologies) align with existing sector strengths in NN, and provide a key focus for growth going forward	High value growth gravitates towards high technology nodes of C-MK-O Arc (i.e. Cambridge and Oxford) in absence of focused strategy to disperse this activity more widely across the Arc
NN could provide a testbed for innovative technologies associated with ‘settlement of the future’ priority in LIS (Tresham Garden Village plus some of the SUEs)	‘Showstopper’ constraints (e.g. relating to infrastructure provision and viability) hold back progress of NN’s SUEs, leaving it difficult to make up the shortfall sustainably elsewhere in North Northants
Land availability and absence of major constraints to development could form part of NN’s contribution to C-MK-O Arc	Local Government reorganisation does not fully overcome capacity constraints currently faced by planning/growth teams across NN
Proposed reorganisation of Local Government in Northamptonshire could further simplify overall planning landscape and streamline development management process, as well as increasing power and resilience to delivery of development	Investment in key infrastructure does not keep pace with commercial development, leading to increased traffic congestion, declining business productivity and slower than planned growth
Build on wider infrastructure investments already made that will significantly reduce travel time along the A14 to Cambridge, and also to the West Midlands	If investment in infrastructure doesn’t keep pace, political and community support for growth will reduce, which could impact on wider growth aspirations
More effectively utilise existing natural assets to deliver on more culture and leisure based facilities in order to attract people to live in the area	Too much development that fails to take into account garden community principles or provide enhanced natural capital could diminish existing natural resources in the area

Source: Lichfields analysis

Appendix 1: Consultees

Stakeholder Workshop Consultees

Ian Achurch, Northamptonshire County Council
Malcolm Ball, Lead Local Flood Authority Northamptonshire
Anna Bush, Natural England
Mike Coupe, NHS
Esme Cushing, Northamptonshire County Council
Joanna Gamble, Natural England
Helen Grey, Northamptonshire Fire and Rescue
Polly Grimmett, Kettering General Hospital
Ross Holdgate, Natural England
Amanda Johnson, River Nene Regional Park
Matt Johnson, Wildlife Trust
Helen King, Northamptonshire Police
Bernie Lally, Northamptonshire County Council
Julie Lemmy, Nene and Corby Clinical Commissioning Group
Stephen Marks, Northamptonshire County Council
Nina Mills, NHS England
Colleen Rattigan, Northamptonshire Police
Scott Richard, Northamptonshire Fire and Rescue Service
Allan Simpson, Anglian Water
Rhiannon Swindale, Environment Agency
Viktor Tzikas, River Nene Regional Park
Dawn Will, Western Power
Tobey Wing, Western Power

Individual Consultees

Alistair Brodie, Bletsoes
Jonathan Dawes, DB Symmetry
Neil Finnie, Duke of Buccluech
Edward Irving, Barratt Northampton
Paul Johnson, Francis Jackson Homes
Rabinder Samrai, Wellingborough Homes
Simon Toseland, Prop Search

Local Planning Authority and JPDU Representatives

Simon James
Andrew Longley
Andra Stopforth

Appendix 2: Reference documents

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Appendix 3: Glossary

Affordable Housing: This includes social rented, affordable rented, and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

Allocation: Land identified in a statutory development plan as appropriate for a specific land use.

Business Register and Employment Survey (BRES): The Business Register and Employment Survey (BRES) is the official source of employee and employment estimates by detailed geography and industry.

B1 Business Use: Offices (other than those that fall within Use Class A2), research and development, light industry (in the Town and Country Planning Use Classes Order 1987 and its subsequent amendments).

B2 General industrial Use: Use for the carrying out of an industrial process other than one falling in Class B1 (in the Town and Country Planning Use Classes Order 1987 and its subsequent amendments).

B8 Storage and Distribution: Use for Storage and distribution including wholesale warehouses, distribution centres and repositories, (in the Town and Country Planning Use Classes Order 1987 and its subsequent amendments). This use is often referred to as Logistics.

Cambridge-Milton Keynes-Oxford (C-MK-O) Arc: A geographical area that has been identified by Government as a location for transformational growth over the coming years. It comprises three of the most successful and fastest growing cities in the UK (Cambridge, Milton Keynes and Oxford) and incorporates the ceremonial county areas of Oxfordshire, Buckinghamshire, Bedfordshire, Northamptonshire and Cambridgeshire (notwithstanding ongoing consideration of potential local government reform).

Developer Contributions: Contributions made by a developer to remedy the impact of development, either by paying money for work to be carried out or services to be provided, or by directly providing facilities or works either on or off-site.

Evidence Base: The information and data gathered by local authorities to justify the 'soundness' of the policy approach set out in Local Plans, including physical, economic, and social characteristics of an area. It includes consultation responses and the finding of technical studies.

Five Year Housing Supply: The NPPF requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide five years' worth of housing against their housing requirements with an additional buffer (moved forward from later in the plan period) to ensure choice and competition in the market for land.

Green Infrastructure: A network of multi-functional green space, urban and rural, which is capable of delivering a wide range of environmental and quality of life benefits for local communities. GI includes parks, open spaces, playing fields, woodlands, allotments and private gardens, and for the purposes of this Plan, also includes water related 'blue' infrastructure elements such as rivers, watercourses, lakes and ponds.

Growth Deal: An agreement between Government and each Local Enterprise Partnership, which outlines the support that Government will provide and the activity, outputs, outcomes and impacts that the LEP will deliver in return.

Housing Market Area (HMA): HMAs are geographical areas defined by household demand and preferences for housing, and reflect the key functional linkages between places where people live and work. The North Northamptonshire HMA comprises the four Council districts and boroughs of Corby, East Northamptonshire, Kettering and Wellingborough.

Industrial Strategy: The Government's Industrial Strategy sets out the long-term plan to boost productivity and earning power throughout the UK. The Industrial Strategy White Paper was published in November 2017.

Infrastructure Delivery Plan (IDP): The IDP identifies the necessary social, physical and green infrastructure required to support the new development proposed in the Joint Core Strategy for North Northamptonshire up 2031. The document will be subject to monitoring and regular review.

Joint Core Strategy (JCS): The North Northamptonshire Joint Core Strategy (JCS) is the strategic Part 1 Local Plan for Corby, East Northamptonshire, Kettering and Wellingborough. It provides an overarching spatial strategy and associated growth targets for the area; a 'big picture' to be developed in more detail through Part 2 Local Plans and Neighbourhood Plans. The JCS was adopted in July 2016.

Joint Delivery Committee (JDC): In 2015, the Joint Delivery Committee (JDC) was established to coordinate and drive delivery of the SUEs and supporting infrastructure.

Joint Planning Committee (JPC): The Joint Planning Committee was established in July 2005 as the formal decision making body for the JPU. It is made up of 3 elected members from each council and is responsible for agreeing the Joint Core Spatial Strategy and other joint planning policy work, but has no development control powers, which remain with the individual district/borough councils.

Joint Planning and Delivery Unit (JPDU): The North Northamptonshire Joint Planning and Delivery Unit (JPDU) is responsible for leading and advising on the Joint Core Strategy (JCS) and supporting the delivery of growth in North Northamptonshire. It assists the four local authorities and Northamptonshire County Council on the implementation of the JCS providing advice on strategic planning, design and delivery.

Appendix 3: Glossary

Local Enterprise Partnership (LEP): In England, Local enterprise Partnerships (LEPs) are voluntary partnerships between local authorities and businesses set up in 2011 by Government, to help determine local economic priorities and lead economic growth and job creation within the local area.

Local Industrial Strategy: Local Industrial Strategies aim to increase regional economic productivity and are intended to guide delivery of the national Industrial Strategy across all parts of the UK. They are being led by Mayoral Combined Authorities and Local Enterprise Partnerships and are expected to set out clearly defined priorities for how cities, towns and rural areas will maximise their contribution to UK productivity

Local Plan: The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the Development Plan Documents adopted under the Planning and Compulsory Purchase Act 2004.

National Planning Policy Framework (NPPF): This document sets out the Government's planning policies for England and how these are expected to be applied.

Public Realm: Areas available for everyone to use, including streets, squares and parks.

Section 106 Agreement/Contribution: Refers to Section 106 of the Town and Country Planning Act 1990 and is a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. These agreements are a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms.

Strategic Sites: For the purpose of the JCS, these are defined as 500+ dwellings or 5ha+ of employment land.

Sustainable Development: At the heart of sustainable development is the idea of ensuring a better quality of life for everyone, now and for future generations. A widely used definition was drawn up by the World Commission on Environment and Development in 1987 which stated that it was... "Development which meets the needs of the present, without compromising the ability of future generations to meet their own needs".

Sustainable Urban Extensions (SUEs): Substantial mixed use developments including employment, local facilities and at least 500 new homes, which provide well planned and managed new neighbourhoods that integrate physically and socially with the existing towns. Principal SUEs are those that include between 2,500 and 5,500 dwellings.

Town Centre: Area defined on the local authority's proposal map, including the primary shopping area and areas predominantly occupied by main town centre uses within or adjacent to the primary shopping area.

Valuation Office Agency (VOA): The Valuation Office Agency (VOA) provides valuations and property advice to support taxation and benefits to the government and local authorities in England, Scotland and Wales.

Windfall Sites: Sites which have not been specifically identified as available in the Local Plan process. They normally comprise previously developed sites that have unexpectedly become available.

Appendix 4: Summary of Infrastructure Projects

Ref	Type of Project/Theme	Project Name	Location
E1	Education	Southfield School for Girls - Extension	Kettering Borough
E2		Primary School - Rothwell North SUE	Kettering Borough
E3		Primary School - Wellingborough North SUE	Borough of Wellingborough
E4		Secondary School – WEAST (Stanton Cross)	Borough of Wellingborough
E5		Primary Schools – WEAST (Stanton Cross)	Borough of Wellingborough
E6		Primary School at Weldon Park (Lakes)	Corby Borough
E7		Secondary School in Corby (urban capacity)	Corby Borough
E8		Secondary School in at Corby West SUE	Corby Borough
E9		Primary Schools at Corby West SUE	Corby Borough
E10		Primary School in Priors Hall SUE	Corby Borough
E11		Primary School at Irthlingborough West SUE	East Northamptonshire District
E12		Manor School - Extension	East Northamptonshire District
E13		Secondary School at Rushden East SUE	East Northamptonshire District
E14		Primary Schools at Rushden East SUE	East Northamptonshire District
E15		Secondary School in Tresham Garden Village	East Northamptonshire District
E16		Primary School in Tresham Garden Village	East Northamptonshire District
E17		Montsaye School - Extension	Kettering Borough
E18		Kettering Science Academy - Extension	Kettering Borough
E19		Kettering Buccleuch Academy – Extension	Kettering Borough
E20		Primary School – Desborough North SUE	Kettering Borough
E21		Secondary School – Kettering East	Kettering Borough
E22		Primary Schools – Kettering East	Kettering Borough
E23		Tresham College Wellingborough	Borough of Wellingborough
E24		Latimer Arts College	Kettering Borough
EN1	Energy	Corby Heat Mapping and Masterplanning	Corby Borough
EN2		Tresham Garden Village primary sub-station	East Northamptonshire District
F1	Flood Risk	East Brook Culvert Kettering	Kettering Borough
F2		Slade Brook Flood Storage Reservoir	Kettering Borough
F3		Blackmile Lane, Grendon, Flood Alleviation Scheme	Borough of Wellingborough
F4		Corby Culvert	Corby Borough
F5		Flood Risk Improvement Works at Elmington A605	East Northamptonshire District

Ref	Type of Project/Theme	Project Name	Location
G1	Green Infrastructure	Tailby & Shotwell Mill Meadow	Kettering Borough
G2		Wicksteed Park Nature Reserve	Kettering Borough
G3		Wilby Way Orchard stream and meadow	Borough of Wellingborough
G4		Sywell County Park Visitor Infrastructure	Borough of Wellingborough
G5		Irchester Country Park Visitor infrastructure	Borough of Wellingborough
G6		Improvements to Summer Leys Nature Reserve	Borough of Wellingborough
G7		GI7 Upgrade Ancient Woodlands/Woodlands Improvements	Corby Borough
G8		Enhancement of River Nene Back Channels and Backwaters	North Northants Wide
G9		Nene Wetlands Nature Reserve	East Northamptonshire District
G10		Greenway (Tresham Garden Village to Weldon and to Oundle)	East Northamptonshire/Corby
G11		Greenway (Thrapston to Peterborough Greenwheel)	East Northamptonshire District
G12		Greenway (Oundle)	East Northamptonshire District
G13		Greenway (Ditchford Lane to Wellingborough Station)	Borough of Wellingborough
H1	Health	Development of Primary Care/Community Hubs in the county	North Northants Wide
H2		Midwife led unit	Kettering Borough (serving North Northants)
H3		Urgent Care Hub	Kettering Borough (serving North Northants)
P1	Police	Police Service Capital Provision	Kettering Borough
P2		Police Service Capital Provision	Borough of Wellingborough
P3		Police Service Capital Provision	Corby Borough
P4		Police Service Capital Provision	East Northamptonshire District
S1	Social and Cultural Infrastructure	Wellingborough 3G Pitches (2)	Borough of Wellingborough
S2		Wellingborough Swimming Pool	Borough of Wellingborough
S3		Wellingborough Sports Hall	Borough of Wellingborough
S4		Cricket pitches (south)	East Northamptonshire District
S5		Rugby pitches	East Northamptonshire District
S6		Football Pitches	East Northamptonshire District
S7		3G football pitch (north)	East Northamptonshire District
S8		Outdoor Sport Facilities	Corby Borough
S9		Chester Farm	Borough of Wellingborough
S10		GLaM (Cultural attraction)	Kettering Borough
TE1	Superfast Northamptonshire	Telecommunications	North Northants Wide

Appendix 4: Summary of Infrastructure Projects

Ref	Type of Project/Theme	Project Name	Location
T1	Transport	Station Quarter Transport Interchange	Kettering Borough
T2		Kettering bus priority measures	Kettering Borough
T3		Highway and junction improvements in Kettering	Kettering Borough
T4		Kettering Walking and Cycling Improvements	Kettering Borough
T5		A43 Northampton to Kettering improvements and dualling	Kettering Borough
T6		A14 Junction 10a and A6 link road	Kettering Borough
T7		Desborough Railway Footbridge	Kettering Borough
T8		East Kettering Off-Site Highway Improvements	Kettering Borough
T9		North Kettering - Junction7 of A14 and Other Highway Improvements	Kettering Borough
T10		A6 roundabout, B576 junction works (signals) and link road between A6 and B576.	Kettering Borough
T11		Weekley Warkton Avenue	Kettering Borough
T12		Desborough North - Spine Road	Kettering Borough
T13		Smart commuting	North Northants Wide
T14		Isham to Wellingborough Improvements (IWIMP)	Borough of Wellingborough
T15		Isham Bypass	Borough of Wellingborough
T16		Park Farm Way Dualling	Borough of Wellingborough
T17		Wellingborough Town Centre Public Realm Improvements- Phase 2	Borough of Wellingborough
T18		Public transport improvements - Corby	Corby Borough
T19		Junction and highway capacity improvements Corby	Corby Borough
T20		Wellingborough ITS (Intelligent Transport Systems)	Borough of Wellingborough
T21		Irchester-Wollaston Cycling route	Borough of Wellingborough
T22		Stanton Cross access route 2	Borough of Wellingborough
T23		Stanton Cross access 5, 6 and 7 and 8	Borough of Wellingborough
T24		A6/A510 Finedon - Improvements to Roundabout	Borough of Wellingborough
T25		Wellingborough walking and cycling friendly corridors	Borough of Wellingborough
T26		Junction and other improvements Wellingborough	Borough of Wellingborough
T27		High Quality Bus Loop and Bus Interchange	Borough of Wellingborough
T28		A45/A6 Chowns Mill Roundabout Improvement	East Northamptonshire District
T29		Walking and Cycling improvements in Corby	Corby Borough
T31		Junction improvements at Warren Hill/Gipsy lane and Gipsy Lane /Northampton Road	Kettering Borough
T32		Little Stanion Highways Infrastructure	Corby Borough
T33		Corby Northern Orbital Road Phase 2	Corby Borough
T34		A45 Stanwick to Thrapston	East Northamptonshire District
T35		A43 North of the A14	North Northants Wide
T36		Tresham Garden Village link and haul roads	East Northamptonshire District
T37		A6 Chowns Mill to Bedford	North Northants Wide
T38		A6003 Improvements	Corby Borough

Ref	Type of Project/Theme	Project Name	Location
U1	Utilities	Grendon Wellingborough Restriring	Borough of Wellingborough
U2		Irthingborough to Thrapston	East Northamptonshire District
U3		Kettering - Corby	Kettering/Corby
U4		Kettering Switchboard	Kettering Borough
U5		Additional transformer capacity	North Northants Wide
U6		132kV switchgear replacement	North Northants Wide
U7		Irthingborough Reinforcement	East Northamptonshire District
B1	Business Space	East Northants Enterprise Centre	East Northamptonshire District

Appendix 5: Contextual Information (1)

Water Utilities

Compiled by Anglian Water

Anglian Water supply water and water recycling services to more than six million domestic customers in the east of England and Hartlepool, including the North Northants area.

Water and sewerage companies including Anglian Water prepare business plans on a 5 year investment cycle. Customer charges will be set following submissions from Anglian Water about what it will cost to deliver the business plan. Anglian Water's business plan for the next Asset Management Plan period (2020 to 2025) was finalised and submitted to its regulator Ofwat <https://www.anglianwater.co.uk/about-us/our-strategies-and-plans/2020-2025/>.

As part of this, Anglian Water are considering the implications of growth outlined in adopted and emerging Local Plans for Anglian Water's existing infrastructure.

To assist Anglian Water in making future investment decisions the company has prepared two key long term strategies relating to the provision of water and water recycling infrastructure managed by Anglian Water as follows:

- Water Resource Management Plan (WRMP) for Defra's approval <https://www.anglianwater.co.uk/about-us/our-strategies-and-plans/water-resources-management-plan/>; and
- Water Recycling Long Term Plan (WRLTP) <https://www.anglianwater.co.uk/about-us/our-strategies-and-plans/water-recycling-long-term-plan/>.

The WRMP outlines the predicted supply/demand balance by water resource zones and identifies the proposals needed to meet the expected demand for additional water supply from new housing and development more generally. Anglian Water have recently published their WRMP which outlines proposals to manage the supply/demand balance so that they can continue to meet the needs of their customers for water in the North Northamptonshire area for now and in the future. Anglian Water also closely monitor growth in the region and develop investment plans to reduce flow and load from the catchment or provide additional treatment capacity when appropriate.

Anglian Water have finalised a Water Recycling Long Term Plan (WRLTP) which sets out a long term strategy to identify the need for further investment by Anglian Water at existing water recycling centres or within foul sewerage catchments to accommodate the anticipated scale and timing of growth in the company area. This document informs the future business plans including the business plan submitted for 2020 to 2025.

The company has considered a range of solutions within sewer catchments or at the Water Recycling Centres to accommodate further growth as part of this plan. WRC upgrades will not be the most appropriate solution in all cases.

The WRLTP and final WRMP were published last year with the final business plan expected to be approved by the regulator Ofwat in December 2019.

Anglian Water as a water and sewerage company seeks fair contributions through charges directly from developers under the provisions of the Water Industry Act 1991 to supply water and/or drain a site effectively. As such they would not, in most cases, make use of planning obligations or standard charges under Planning Legislation for this purpose.

Charging mechanisms have recently been simplified, with most companies now introducing a standard charge for all new dwellings which will be used to fund water supply and foul sewerage network improvements. Further information relating to the charges which will come into effect from 1st April 2018 is available to view at the following address:

<http://www.anglianwater.co.uk/developers/charges/>

Appendix 5: Contextual Information (2)

Natural Capital

Compiled by Environment Agency and Wildlife Trust

Overview

Natural capital¹ is a way of describing the natural world as assets that provide us with benefits, such as clean air, soil, food and water, that underpins our way of life and all that is in it.

A natural capital approach is about everyone understanding these benefits and ensuring the protection and enhancement of natural assets is fully considered in decision making. By highlighting the real impact a decision has on people and the environment will lead to positive change.

Managed in the right way, natural capital can provide sustained benefits to society. Natural capital values have implications for a sustainable economy, transport, public health, the workforce, manufacturing and many more sectors².

For this to work, investment needs to come from the private, public and third sectors in order to identify the solutions, raise the required funding and work together to tackle the environmental challenges we all face. By doing this, we will create a more resilient, cleaner, greener place in which to live, work, visit and invest.

Detail

Maintaining (environmental protection) and enhancing this high-quality environment will be critical in maximising further investment and achieving the ambitions of the area. The landscape character and natural environment of the area are consistently placed as key reasons for residents and businesses deciding to live, work and invest in the area (move to and remain in the area).

Conversely, any threat to this environment and landscape is likely to spur opposition from existing residents to the substantial development proposed, as is already being seen in some areas - this potential for opposition is recognised by the National Infrastructure Commission (and by Ministerial planning statements) which recommends development across the Oxford-Milton Keynes-Cambridge Arc minimises environmental damage and achieves a 'net gain' in both biodiversity and natural capital, so as not to compromise the environment for existing and future residents.

¹ Natural capital can be defined as those elements of the natural environment which provide valuable goods and services to people. These include the nation's stock of forests, water, land and minerals – and smaller features within them such as parks and accessible green spaces.

² The natural environment contributes to quality of life in a wide range of ways:

- providing attractive public space for recreation and amenity: reducing financial pressures and demand on the NHS and Local Authority health providers through:
 - physical activity and noise regulation: reducing traffic noise and stress caused by noise (improved mental and physical wellbeing)
 - improving/regulating air quality (avoiding healthcare costs due to pollutant removal) and water quality:
- supporting wildlife and food production
- contributing to reducing the risks of flooding and climate change (the value of carbon sequestered in vegetation & avoiding costs to business due to cooling by green spaces)

This position is in keeping with national planning guidance and the aims set out in the government's 25-year plan for the environment. These include policy intents to establish an environmental net gain principle for new development – and more broadly to enhance the natural environment beyond its current state – and the intention to use a natural capital framework to inform all long-term decisions including in the use of significant public funds.

Ecosystem Services & Habitat Opportunity Mapping in North Northamptonshire

Natural Capital and Ecosystem Services have been mapped and valued across North Northamptonshire in order to show the value of good quality green space for wildlife and people, as well as the interdependency between the natural environment, people and economy. Following on from this habitat opportunity mapping has been used to identify possible locations where new habitat can be created that will be able to deliver particular benefits, whilst taking certain constraints into account. Opportunities have been mapped to enhance biodiversity (for three habitats; woodland, grassland and wetlands), reduce surface water runoff (and hence flood risk), reduce soil erosion and improve water quality, ameliorate poor air quality, and increase public access to natural greenspace. In addition to mapping individual opportunities, maps were also combined to highlight opportunities to enhance multiple services simultaneously. Key locations for delivering these multiple benefits were around the edges of the major towns.

In order to meet the NNJCS provision, the enhancement of ecosystem services needs to be incorporated into each application or development.

At a wider scale the opportunity maps can be used to assist with the development of green infrastructure strategies and nature recovery networks, locating the best places for biodiversity offsetting and natural capital net gain initiatives, providing evidence for policy direction, and the identification of priority opportunity areas. It is also an important step towards producing a natural capital investment plan or strategy for the area.

At a site level this is an important tool that can be used in influencing site layout or development contributions. It will be important to look at each site and the opportunities that this information can bring to the site and wider area. The mapping can demonstrate how that can take place, either through specific on site choices or through contributions to a wider enhancement programme.

The Opportunity mapping can therefore be used to prioritise green infrastructure projects and identify areas with ecosystem services deficits of as well as identifying priority areas for delivering environmental net gain as part of the areas nature recovery network and promoting place making to make the area more attractive for investment.

Appendix 5: Contextual Information (3)

Extra Care Housing

Compiled by Northamptonshire County Council and NNJPDU

Northamptonshire is one of the UK's fastest growing counties and as a result, more of the population of the county will be over 65. Out of all of our geographical neighbours, it is only Milton Keynes that is expected to see faster growth in the numbers of older people. People are living longer, but consequently often become more frail meaning family homes with stairs often become unsuitable, and have environments which can lead to an increased risk of falls and therefore hospital admissions.

Northamptonshire County Council along with the District and Borough Councils are committed to ensuring high quality, sustainable accommodation with care is available for people with care needs across the County.

A scheme is defined as Extra Care accommodation if it contains self-contained apartments and communal facilities; offers opportunities for social and other activities and provides services on site for both those in such schemes and people in surrounding neighbourhoods and finally provides access to care and support available 24/7.

There is a significant gap emerging between need, and the availability and standard of supply of Extra Care, forecasted at around 700 units of specialist housing a year across the county. The long term strategic objective is to develop a range of accommodation with care which enables and supports people to live independently in their own home in addition to develop all-age Extra Care housing schemes to enable older and younger adults to live independently, with onsite care provision, and to enable intergenerational opportunities.

NCC has identified that it needs to work collaboratively to support the market development of an additional 316 units of Extra Care each year to meet predicted demand in North Northamptonshire. This could include a range of accommodation types including a range of tenures, locations and scheme sizes.

In addition to extra care, there are the variety of housing types, mix and tenures that need to be provided across the area to meet needs and requirements of the population, this will include extra care, specialist housing, supported living, accommodation for vulnerable adults and support to prevent homelessness.

Appendix 5: Contextual Information (4)

Education

Compiled by Northamptonshire County Council and NNJPDU

Northamptonshire County Council (NCC) has a statutory responsibility to provide a sufficiency of school places across the County for all children and young people of statutory school age, residing in Northamptonshire. It is NCC's role to plan, commission and organise school places in a way that promotes the raising of standards, manages supply and demand, and creates a diverse infrastructure.

NCC's approach to meeting this obligation is set out in its School Organisation Plan 2018-23, which outlines the principles that underpin school place planning, including how many new school places are required to meet demand, where and how these places will be provided and how they are funded. Updated annually, it also identifies a number of the key drivers affecting the demand for school places and sets out the statutory framework within which NCC operates.

In recent years the demand for school places has been driven by three main factors; a rising birth rate, large-scale housing development and high levels of in-migration to the county. These factors have seen a large increase in demand for school places in the county, with a particular impact on the primary phase of education.

As such, since 2010, NCC has been required to provide an additional 1,906 places in the year of entry (Reception) and over 13,300 new primary places in total. NCC have also provided 495 new Year 7 places and 2,475 secondary places to meet demand. The capital expenditure required to achieve this equates to c.£240m.

The 2018 Plan identifies the requirement for new schools and additional capacity to be delivered in the county in order to meet demand arising from birth rate, in-migration and trend data up until the end of 2023, comprising 9 new primary schools, 2 new secondary schools and extensions to 9 existing schools across the county. This demand requires a capital investment of c.£360m.

In addition, new housing developments create additional demand for existing and new education provision. In North Northamptonshire, the scale of the housing growth required to 2031 is set out in the adopted Joint Core Strategy, with Local Plans produced at borough and district level to further support this. It is expected that across the county, the scale of housing growth will lead to approximately 24,000 additional Primary aged pupils and 16,000 Secondary and Sixth-form pupils.

Pupil projection forecasts, compiled by NCC, predict an increase of 3.9% in the total number of pupils attending a primary school in Northamptonshire over the period 2015 – 2023, and a 20% increase in the total number of pupils attending a secondary school over the same period, based on birth rate and three-year trend data. The significant increase in secondary age pupils reflects a significant increase in the birth rate across the county in previous years, with cohorts of pupils making their way through primary and on to secondary phases of education. Notably, these forecasts do not take into account the anticipated pupil yield from new housing development, meaning that the actual number of pupils on roll will be significantly higher as developments build out and further permissions are granted.

North Northamptonshire Investment Framework – Final Report

When meeting the need for additional school places, NCC applies the following key principles:

- Ensuring flexibility in the design to allow for curriculum development and delivery;
- Future-proofing by allowing for population growth in future years, including a requirement for all new primary schools required as a result of housing growth to be delivered as 2 forms of entry as a minimum.
- Working collaboratively with other organisations such as Free Schools, Academy Trusts and other education providers who operate good and outstanding schools, to provide sufficient education accommodation
- Supporting collaborative arrangements to deliver provision with developers, subject to agreed specifications
- Seeking to maximise education contributions from development in the form of planning obligations in order to invest in education infrastructure to mitigate the impact of development on existing infrastructure
- To deliver permanent buildings of good quality, only using mobile classrooms in exceptional or temporary circumstances
- To manage the implications of new school places on existing schools
- Work closely with parents and local communities
- Where appropriate, to ensure new schools are ready ahead of scheduled demand
- To create school buildings that will serve local children and be a focus for communities for several generations, using architecture sympathetic to the area in which they are located.

Northamptonshire County Council welcomes opportunities to work collaboratively on pupil place planning for the county and commits to:

- Support Free School providers in their applications for central government funding where proposals will meet demographic pressures and increase diversity & choice for parents
- Co-ordinate a programme of site acquisitions and new school construction with the EFA and RSC
- Identify school sites and Section 106 / CIL contributions that can support Free School development
- Procure and project manage Free School projects on behalf of the EFA / RSC
- Work with the RSC to attract sponsors with track records of good and outstanding education settings for both new Free Schools and converter Academies
- Use the Free School Presumption for new schools that are commissioned by the local authority
- Work with the EFA / RSC to streamline applications from approved Multi-academy trusts and, where applicable, support batched provision of new school places.

For more information on Education, School Place Planning and NCC's approach to securing developer contributions towards education infrastructure, please refer to the following sections of NCC's website:

- [NCC School Organisation Plan](#)
- [NCC Planning Obligations Framework](#)

Appendix 5: Contextual Information (5)

Health and Wellbeing including Healthcare Services

Compiled by NNJPDU

Challenges / Demands

As with many parts of the country the health sector in North Northamptonshire is facing a number of challenges. These include:

- A growing population;
- An ageing population; and
- More people with long term illnesses and therefore complex healthcare needs.

All of which is all contributing to significantly increasing demands on local healthcare services.

Local Health Sector

The health sector in the county is made up of a range of different organisations with different roles in supporting the health and wellbeing of the community and the provision of specific healthcare services, including:

- NHS England
- Nene and Corby Clinical Commissioning Groups who are responsible for the planning and commissioning of many local health services. (Cambridgeshire and Peterborough CCG covers part of East Northamptonshire District)
- Northamptonshire County Council Public Health
- Providers of services, including:
 - Kettering General Hospital
 - Northampton General Hospital
 - Northamptonshire Healthcare NHS Foundation Trust
 - GP practices / dentists / pharmacies

Northamptonshire Health & Care Partnership www.northamptonshirehpc.co.uk

Within the county, NHS organisations have come together with their health, local authority and social care partners to form the Northamptonshire Health and Care Partnership, to work more effectively and in a more joined up way to better meet the needs of their local communities. This is to:

- Support communities to live healthier and more independent lives.
- Ensure access to efficient, high quality health services when they are needed.

The partnership is working to develop new models of care to respond to these pressures. This includes:

- The two general hospitals working more closely together to improve care through working in partnership, make the best use of resources and remove differences in care across the county.
- Improving urgent and emergency care to reduce the need for people to have unplanned hospital admissions and to support them when they are ready to leave hospital.
- Delivering more healthcare services in local community locations rather than in hospitals.
- Working better with local councils, charities and voluntary and community groups.
- Supporting people to access local (non-medical) services and support to help them stay healthy and independent.

Estates / Planning

The Health and Care Partnership includes an 'estates' work stream which will consider the buildings / facilities required to most effectively deliver these new types of health services to our communities. This work on health care estates will be crucial to ensuring the local health and care system can engage effectively with planning departments in the county to ensure the delivery of effective health care infrastructure in new developments. This recognises that the housing growth planned for the county will have implications for health service delivery and that the role of planning of new developments is an important one in terms of supporting health and wellbeing within local communities.

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