

USEACT NETWORK

BUCKINGHAMSHIRE THAMES VALLEY

Stimulating the regeneration and sustainable development of Buckinghamshire's key urban conurbations



Our priorities:

- Development Finance
- Employment Growth in key sectors
- Affordable & Intermediate Housing
- Leadership and Partnership Alignment
- 'Smart' Infrastructure

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USEACT PROJECT FRAMEWORK

FOREWORD

This Plan has been produced as part of Buckinghamshire Thames Valley's participation in the USE-ACT project.

It has been authored by Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) – one of 39 Local Enterprise Partnerships established by the UK government in 2011 to help drive economic development and growth in the UK.

BTVLEP is a business-driven partnership of equals between the local business community and local government. We have come together to engineer the conditions needed to reverse our competitive decline, rebuild our prosperity, and grow our net contributions to the wider European economy.

As a Local Enterprise Partnership, the UK government has asked already us to develop a European Structural Investment Fund (ESIF) prospectus, which sets out how we intend to spend our allocated European Structural Investment Funds.

This document sets out a range of projects that we have developed within the frame of the USE-Act Project - and that we want to continue to work on with transnational partners - to achieve our economic goals of delivering sustainable economic development in Buckinghamshire Thames Valley and the goals of EU2020.

If you see some areas on common interest in this plan, and you are keen to work with partners with a similarly strong track record in working in Transnational European projects, we are particularly interested in hearing from you.

About Buckinghamshire Thames Valley

Buckinghamshire Thames Valley is one of the most competitive regions of Europe, located less than 45 minutes to the North West of London. The Thames Valley region is ranked as the third most competitive region around Europe, behind Utrecht and the London¹.

Each average additional job in Buckinghamshire Thames Valley produces around 40% more GVA than those in cities like Newcastle, Sheffield and Liverpool. Our economic assets include **Pinewood Film Studios, Silverstone Race Circuit and the National Film and Television School.**

Despite austerity conditions all our municipalities have prioritized economic development. Each District has a different set of challenges but all are acutely tuned to the need for a strong sustainable business base.

Our Major Urban Centre's

There are two major urban centres in Buckinghamshire – Aylesbury and High Wycombe - although the population density of some of the southern areas of the county could be considered to be on the peri-urban fringe of London.

High Wycombe, often referred to as just Wycombe, is the largest town in Buckinghamshire, with a population of 120,256². The High Wycombe Urban Area, the conurbation of which the town is the largest component, has a population of 133,204.

Aylesbury is the county town of Buckinghamshire. In 2011, it had a population of 58,740, whilst the urban area has a population of 74,748. Aylesbury is probably best known for being the home of the Paralympic Games, at Stoke Mandeville.

¹ EU Regional Competitiveness Index, Annoni P. and Dijkstra L., RCI 2013

² 2011 census

ABOUT USE-ACT

The themes of protection of empty land and the reuse and re-functionalization of inner urban areas are among the European key strategies for the sustainable development and growth of cities.

Particularly, the link between land consumption and models for land-use management both in cities and in metropolitan areas, with special attention to the Urban Growth Management, started becoming a high matter.

The Challenges and Aims of USE-ACT

The USE-Act project aims at exploring the urban development interventions and new or improved settlement opportunities for people and businesses, taking up residence in existing locations without consumption of further land.

Each partner is engaged to develop integrated action plans focused on reducing land consumption, to allow at the same time, a sustainable urban change through a better reuse of inner urban areas.

Themes

The thematic pillar of the project is: how to link Urban Growth Management Planning Tools and incentives/procedures/partnerships to implement good interventions in urban areas.

Partnership

Lead Partner: Municipality of Naples (Italy)

Partners: Baia Mare Metropolitan Area Association (Romania) , Municipality of Barakaldo (Spain) , Buckinghamshire Business First (UK), Municipality of Dublin (Ireland) , Municipality of Nitra (Slovak Republic) , Østfold County (Norway) , Riga Planning Region (Latvia) , Municipality of Trieste (Italy) , Municipality of Viladecans (Spain).

Istanbul BIMTAŞ (Turkey), *Observer Partner:*



OUR TEAM

As BTVLEP is a partnership of 5 municipalities and a number of key strategic businesses in Buckinghamshire, our team comprises numerous staff with a range of specialist skills and capabilities.

Buckinghamshire Thames Valley Local Enterprise Partnerships core executive team comprises;

Richard Harrington – Chief Executive

As Chief Executive, Richard is responsible for leading Buckinghamshire Thames Valley Local Enterprise Partnership.

He is a master of growth and regeneration with a particular expertise in commercial property, housing and infrastructure development.

In addition to being Chief Executive of Buckinghamshire Thames Valley LEP, Richard is also Managing Director of Buckinghamshire Advantage.



Jim Sims – Development Manager

As Development Manager, Jim is chiefly responsible for identifying opportunities to work with European partners, developing and delivering transnational projects.

Jim's expertise lies in designing strategies, programmes, projects and bids which deliver public policy. Jim has over 25 years of experience in bid development and service design.



Richard Burton – Communications Manager

With over 20 years experience in reputation management, as well as responsibilities for wider marketing activities, Richard translates the aims of the LEP into communications which deliver real results.

Richard has a history balanced between the public and private sectors, with experience working with organisations large and small.



Ian Barham – Partnership Manager

Ian is responsible for representing BTVLEP in a range of external partnerships, groups and with our key stakeholders.

Prior to joining the LEP, Ian led on Buckinghamshire's programme of activity to build upon the momentum from the London 2012 Games and in particular to capitalise on the opportunities provided through Stoke Mandeville's unique position as the birthplace of the Paralympic Movement.



To enquire about working with us;

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SECTION 1: LAP TARGET & CONTEXT

STRATEGIC TARGET OF THE LAP (THE MISSION)

The Strategic Target of this LAP is:

- ***To stimulate the regeneration & sustainable development of Buckinghamshire's key urban conurbations***

Buckinghamshire Thames Valley Local Enterprise Partnership's vision is:

- ***To create a vibrant balanced competitive Buckinghamshire economy***

Buckinghamshire Thames Valley Local Enterprise Partnership's mission is:

- ***To create the conditions that support business to invest, grow, and thrive***

THE CONTEXT/ SETTING AND CHALLENGES

Buckinghamshire is a strong net contributor to the wealth of the UK and Europe, and is therefore an important national economic asset. But, chronic under investment in some key drivers of competitiveness and our core infrastructure is placing this contribution and its growth at serious risk.

'Smart' Infrastructure

- We build more houses than anywhere in the country, **BUT** we are atrophying factory floor-space, we have one of the lowest investment rates in commercial property in the UK and the traditional infrastructure model is 'broken'. **Conclusion, we desperately need to invest in our 'smart' infrastructure, particularly in our urban centres;**

Intermediate Housing

- Our land prices are some of the highest in Europe, **BUT** many young people struggle to get on the housing ladder. **Conclusion, we need to generate more intermediate and affordable housing, particularly in our urban centres;**

Employment Growth in key 'Smart Specialization' sectors

- We are over-represented in government 'growth sectors', **BUT** we are atrophying factory floor-space and have one of the lowest investment rates in commercial property in the UK. **Conclusion, we need to invest in our key growth sectors, if we are to retain our competitive position;**
- We start more businesses than anywhere else in the country, **BUT** we also have the largest micro firm economy in the country. **Conclusion, too few of our firms are able to grow;**

Development Finance

- We remain one of the top ten most productive regions in Europe, **BUT** our continued contribution to the UK Treasury and changing demographic trends are acting as a drain on our limited resources. **Conclusion, we need to find new ways of financing economic development.**

STRATEGIC FIT WITH OTHER LOCAL STRATEGIES, PLANS & ACTIONS

This Local Action Plan Fits into a number of other key European, National, Regional and Local Plans, Strategies and Actions. These include;

| ACTION/PROJECT | TARGETS | PERIOD(S) | SUBJECTS/ AUTHORITIES IN CHARGE | FUNDS/ RESOURCES ALLOCATED | STATE OF DEVELOPMENT |
|--|---|-----------|---------------------------------------|----------------------------------|------------------------------|
| SMART INFRASTRUCTURE | | | | | |
| Community Bus Fund | Supports community transport sector provide vital services to communities which may not be serviced by a commercial bus service. | 2015 - | DfT | £25m | Awarded |
| Green Bus Fund | Local authorities can compete for funds to help them buy new low carbon buses | 2014 - | DfT | £37m | Awarded |
| Local Growth Fund | Funding devolved to LEP areas in the UK to stimulate local growth | 2014-2021 | BTVLEP | £12bn | Round 1 and 2 awarded |
| Local Transport Plan (LTP 3 & 4) | Strategic Transport Plan for Buckinghamshire | 2011 - | BCC | N/A | LTP3 complete. LTP4 underway |
| Local Total Transport Trials | Scheme to pilot 'total transport' solutions in rural and isolated communities | 2014 - | DfT | £4m | Awarded |
| Route Based Strategies | Scheme to upgrade and improve major highway routes in the UK | 2015 - | Highways England | TBC | Announced |
| Ten-Transport | EU transport infrastructure policy that connects the continent and aims to close the gaps between Member States' transport networks and remove bottlenecks. | 2014-2020 | EC | €21.4 billion | Open |
| Ten-Energy | To help build and finance important energy infrastructure, the EU identified a number of priority corridors under its Trans-European Networks (TEN-E) strategy. | 2014-2020 | EC | €9.1 billion | Open |
| Ten-Telecommunications | Supports the establishment and trans-European deployment of electronic services and applications | 2014-2020 | EC | €1 billion | Open |
| Invest EU programme | Infrastructure Financing from EU/EIB, matched with private investment | 2014-2020 | EIB | €315bn | Pending |
| Horizon 2020 | EU Research Programme, capable of supporting SMART City projects, amongst others | 2014-2020 | EU | €80 billion | Open |
| INTERREG | EU Transnational Growth Programme | 2014-2020 | EU | Various | Open |
| URBACT III | European Union Territorial Cooperation programme focussed on Urban Areas | 2014-2020 | EU | €74 million | Open |
| BDUK (Connected Counties) | Superfast NGA Rollout in the UK | 2014 | DCMS | £530m | In delivery |
| AFFORDABLE & INTERMEDIATE HOUSING | | | | | |

| | | | | | |
|--|--|-----------|----|----------------|----------------|
| Local Development Plans | Local Development Plans setting out spatial development plans in 4 Buckinghamshire Districts | Various | UK | n/a | In development |
| Affordable Housing Quotas | Mechanism to ensure % of all housing developed in affordable. | n/a | UK | n/a | n/a |
| Affordable Housing Loan Guarantees | Loan financing mechanism for affordable homes | 2011 | UK | £3.5 billion | Open |
| Help to Buy | Equity and mortgage guarantees to help individuals buy homes | 2011 | UK | TBC | Open |
| Private rented sector housing guarantee | Loan mechanisms for private landlords to build affordable housing | 2014 - | UK | £3.5 billion | |
| Shared Ownership | Shared ownership schemes provided through housing associations. Individuals buy a share of your home (25% to 75% of the home's value) and pay rent on the remaining share. | TBC | UK | TBC | Open |
| Build to Rent | A fully recoverable investment where the government shares risk or bridges finance to help schemes to build managed and let. | 2014 | UK | £1 billion | Open |
| EMPLOYMENT GROWTH IN KEY 'SMART SPECIALIZATION' SECTORS | | | | | |
| Local Growth Hub (BBF) | Local 'horizontal' business support hub | 2015 | UK | £350k in Bucks | In delivery |
| National Growth Service | High Growth Business Advisory Service | 2014 | UK | TBC | In delivery |
| UKTI | International Trade Service | 1990s | UK | TBC | In delivery |
| MAS | Manufacturing Advisory Service | 1990s | UK | TBC | In delivery |
| Enterprise Europe Network | Pan European Support Service | 2007 | EU | TBC | In delivery |
| INTERREG | EU Transnational Growth Programme | 2014-2020 | EU | Various | Open |
| DEVELOPMENT FINANCE | | | | | |
| Growing Places Fund | Loan funding available through the LEP | 2013 | UK | £6.2m | Open |
| British Business Bank | Wholesale Bank in the UK to accelerate investment | 2013 | UK | TBC | Active |
| European Investment Bank | EU investment bank | n/a | EU | TBC | Active |
| Local Authority Pension Funds | Increasingly investing in economic development initiatives | n/a | UK | TBC | Active |
| Loan Guarantees | Loan finance available from a variety of mainstream lenders | n/a | UK | TBC | Active |
| Bond Finance | Opportunity to raise money on the capital markets through bonds | n/a | UK | TBC | Active |
| Public Works Loan Board | National Govt. Loan mechanism for public works | n/a | UK | TBC | Active |
| Local ESIF 'Funds of Funds' | JESSICA/JEREMIE style fund of funds | n/a | UK | TBC | Active |
| Local Impact Funds | Social Impact Finance | n/a | UK | TBC | Active |

SECTION 2: LAP DEVELOPMENT

CHALLENGES ADDRESSED BY THE LAP & SOLUTIONS

The specific “challenges” and related “solutions” that are pertinent to the LAP in helping to achieve the above goals are;

| LAP – CHALLENGES AND SOLUTION TABLE | |
|---|--|
| For analysing issues and brainstorming possible solutions | |
| Challenges | Solutions |
| <p>GOVERNANCE AND LEADERSHIP ALIGNMENT: A shared vision for the area and tools and vehicles for capturing betterment</p> | <ul style="list-style-type: none"> Developing the BTVLEP Strategic Economic Plan <i>(completed)</i> Establishing a joint delivery vehicle – Buckinghamshire Advantage <i>(completed)</i> Establish a coherent forward development programme across the partnership - Infrastructure Investment Plan <i>(underway)</i> Supporting the development of the Natural Environment Partners Business Plan <i>(completed)</i> Exploring opportunities for the economic and natural environment partners to collaborate on stimulating growth which has a net zero impact on the natural environment <i>(completed)</i> |
| <p>SMART INFRASTRUCTURE Tightening resources to invest in the delivery of public sector services requires the development of new, innovative delivery models.</p> | <ul style="list-style-type: none"> Develop a ‘Big Data’ transport platform <i>(underway)</i> Develop a ‘Big Data’ landscape information platform <i>(underway)</i> Develop a 5G Innovation Centre to provide access to 4G PLUS capability <i>(underway)</i> |
| <p>INTERMEDIATE HOUSING: Tightening finances to invest in housing, the high returns required by private financiers and tight gearing of development community is causing finances shortages.</p> | <ul style="list-style-type: none"> Develop REIT to stimulate Buckinghamshire Private Rented Sector <i>(underway)</i> Develop business support to stimulate growth in Existing and New Social Landlords <i>(project opportunity)</i> |
| <p>EMPLOYMENT GROWTH IN KEY ‘SMART SPECIALISATION’ SECTORS: Need to strengthen key industries of the future.</p> | <ul style="list-style-type: none"> Develop Film/Games/TV Incubators & Next Generation Skills Academy <i>(underway)</i> Develop 5G Innovation Centre – stimulating the Connected Digital Economy <i>(underway)</i> Develop Integrated Healthcare Innovation Hub – Stimulating the adoption and diffusion of innovation in the health sector <i>(underway)</i> Develop Advanced Engineering-Space Propulsion Innovation Hub and Motorsport Valley <i>(underway)</i> Develop Food and Drink Enterprise Zone <i>(project opportunity)</i> Develop Tourism and Leisure – Visit Bucks <i>(project opportunity)</i> |
| <p>DEVELOPMENT FINANCE: Securing the necessary Development Finance</p> | <ul style="list-style-type: none"> Develop ESIF Strategy <i>(completed)</i> Developing an innovative guide to financing development <i>(project opportunity)</i> Access new forms of finance to support work programme <i>(project opportunity)</i> |

LAP STRUCTURE: GOALS, OBJECTIVES, RESULTS, OUTPUTS AND MAIN ACTIONS

PARTNER: BUCKINGHAMSHIRE THAMES VALLEY LEP

TITLE OF LAP: Stimulating the regeneration and sustainable development of Buckinghamshire’s key urban conurbations

GENERAL GOAL: To create a vibrant balanced competitive Buckinghamshire economy

OBJECTIVE 1: DEVELOP A SHARED VISION, GOVERNANCE MODEL and PARTNERSHIP TOOLS for capturing betterment

- Action 1.1:** Develop the BTVLEP Strategic Economic Plan *(completed)*
- Action 1.2:** Establish a joint delivery vehicle – Buckinghamshire Advantage *(completed)*
- Action 1.3:** Establish a coherent forward development programme across the partnership - Infrastructure Investment Plan *(underway)*
- Action 1.4:** Support the development of the Natural Environment Partners Business Plan *(completed)*
- Action 1.5:** Explore opportunities for the economic and natural environment partners to collaborate on growth initiatives which have net zero impact on the natural environment *(completed)*

OBJECTIVE 2: Develop the backbone architecture to enable SMART INFRASTRUCTURE solutions to flourish

- Action 2.1:** Develop a ‘Big Data’ transport platform *(underway)*
- Action 2.2:** Develop a ‘Big Data’ landscape information platform *(underway)*
- Action 2.3:** Develop a 5G Innovation Centre to provide access to support connected digital / IoT economy *(underway)*
- Action 2.4:** Develop other ‘Smart City’ Projects *(still to be defined)*

OBJECTIVE 3: Develop new solutions to INTERMEDIATE HOUSING

- Action 3.1:** Develop Real Estate Investment Trust to stimulate Buckinghamshire Private Rented Sector *(project opportunity)*
- Action 3.2:** Develop business support to stimulate growth in existing and new Social Landlords *(project opportunity)*

OBJECTIVE 4: STIMULATING EMPLOYMENT GROWTH in key industrial sectors



Action 4.1: Develop Film/Games/ TV incubators in partnership with Pinewood, NFTS and Next Generation Skills Academy *(underway)*
Action 4.2: Develop integrated Healthcare Innovation Hub to stimulate the adoption and diffusion of innovation in the health sector *(underway)*
Action 4.3: Develop Space Propulsion & Motorsport Innovation Hubs *(underway)*
Action 4.4: Develop Food and Drink Enterprise Zone *(project opportunity)*

OBJECTIVE 5: SECURING THE NECESSARY DEVELOPMENT FINANCE to make the other pillars a reality



Action 5.1: Develop ESIF Strategy *(completed)*
Action 5.2: Develop an innovative guide to financing development *(underway)*
Action 5.3: Access new forms of finance to support work programme *(project opportunity)*

OBJECTIVE 6:



LAP ACTIONS LIST TABLES

| PARTNER:BUCKINGHAMSHIRE THAMES VALLEY LEP | | | | | |
|---|--------------------------|----------------|--|--|--|
| TITLE OF THE LAP:URBAN DEVELOPMENT PRIORITIES AND FUTURE SUSTAINABLE DEVELOPMENT PRIORITIES | | | | | |
| OBJECTIVE 1:DEVELOP A SHARED VISION, GOVERNANCE MODEL and PARTNERSHIP TOOLS for capturing betterment | | | | | |
| ACTION 1.1:Develop the BTVLEP Strategic Economic Plan | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institution | Estimated cost | Official planning framework | Expected Outputs & result Indicators | Resources |
| Produce a strategic economic plan to guide future interventions | BTVLEP | €25,000 | Guidance produced by the UK government | Strategic Economic Plan | 1-Financing secured: Circa €25,000 already defrayed from local resources 2-Funding programmes that partners can apply for: Not applicable |
| Phase | A) Already carried out | | | | |
| Timetable | Oct 2013 – May 2014 | | | | |
| ACTION 1.2: Establish a joint delivery vehicle – Buckinghamshire Advantage | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institution | Estimated cost | Official planning framework | Expected Output and corresponding Result Indicator | Resources |
| Establish an Urban Development Company, owned by the 5 local authorities & business | BTVLEP | €10,000 | Formal Agreement – Memorandum and Articles | Constitution/Board Meeting Minutes | 1-Financing secured: Circa €10,000 legal and set up costs. £6.2m of UK govt funds 2-Funding programmes that partners can apply for: INTERREG/URBACT |
| Phase | A) Already carried out | | | | |
| Timetable | July 2013 – July 2014 | | | | |
| ACTION 1.3: Establish a coherent forward development programme across the partnership - Infrastructure Investment Plan | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |

| | | | | | |
|---|---------------------------------|----------------|--|--|--|
| Produce an infrastructure plan to guide future development plans | BTVLEP | €50,000 | No guidance exists on how to coordinate such a programme | Infrastructure investment plan | 1-Financing secured: Circa €50,000 already defrayed from local resources 2-Funding and programmes that partners can apply for: Not applicable |
| Phase | B) In progress | | | | |
| Timetable | Dec 2014 – April 2015 | | | | |
| Action 1.4: Supporting the Natural Environment Partners develop their Business Plan (GREEN and BLUE Infrastructure) | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Produce a Natural Environment Partnership Business Plan | Natural Environment Partnership | €5,000 | Not applicable | NEP Business Plan | 1-Financing secured: Circa €5,000 allocated from NEP resources 2-Funding programmes that partners can apply for: Not applicable |
| Phase | A) Already carried out | | | | |
| Timetable | Jan 2014 – May 2014 | | | | |
| Action 1.5: Explore opportunities for the economic and natural environment partners to collaborate on growth initiatives which have net zero impact on the natural environment | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and corresponding Result Indicator | Resources |
| Organise Workshop between NEP and BTVLEP Boards | BTVLEP/NEP | €3,000 | Not applicable | Workshop involving BTVLEP and NEP Board members | 1-Financing secured €1,000 already allocated from BTVLEP 2-Funding programmes that partners can apply for: Not applicable |
| Phase | A) Already carried out | | | | |
| Timetable | Jan 2014 – May 2014 | | | | |
| OBJECTIVE 2: Develop the backbone architecture to enable SMART INFRASTRUCTURE solutions to flourish | | | | | |
| ACTION 2.1: Develop a 'Big Data' transport platform (underway) | | | | | |

| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Legal/official planning framework | Expected Output and corresponding Result Indicator | Resources |
|---|--------------------------|----------------|-----------------------------------|---|--|
| Develop a data warehouse of transport information and provide (chargeable) access to SME's to develop integrated transport apps. | BCC | €3m | N/a | Creation of a data warehouse and associated IT backbone | 1-Financing secured: €80k secured for feasibility. Now bidding for in field trial funds 2-Funding programmes that partners can apply for: Horizon 2020, INTERREG, URBACT, ESPON etc |
| Phase | B) In progress | | | | |
| Timetable | June 2014 – June 2016 | | | | |
| ACTION 2.2: Develop a 'Big Data' landscape information platform | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop a data warehouse of landscape information and provide (chargeable) access to SME's to develop integrated apps. | BCC | €150,000 | N/a | Creation of a data warehouse | 1-Financing secured: circa £20k to develop feasibility 2-Funding programmes that partners can apply for: Horizon 2020, INTERREG, URBACT, ESPON, LIFE etc |
| Phase | C) To be carried out | | | | |
| Timetable | January – December 2015 | | | | |
| ACTION 2.3: Develop a 5G Innovation Centre to provide access to 4G PLUS capabilities and support connected economy (underway) | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop enhanced mobile broadband connectivity infrastructure to stimulate connected digital economy | BTVLEP | €1.1m | n/a | Improved 5G connectivity | 1-Financing secured: €1.1m of Local Growth Funding & ERDF 2-Funding and programmes that partners can apply for Horizon 2020, INTERREG, URBACT, ESPON etc |
| Phase | B) In progress | | | | |

| Timetable | January 2015 – December 2016 | | | | |
|--|------------------------------|----------------------------------|-----------------------------|--------------------------------------|---|
| Action 2.4: Other 'Smart City' Projects (still to be defined) | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| TBC | TBC | TBC | TBC | TBC | 1-Financing secured: TBC 2-Funding programmes TBC |
| Phase | C) To be carried out | | | | |
| Timetable | TBC | | | | |
| OBJECTIVE 3: Develop new solutions to INTERMEDIATE HOUSING | | | | | |
| ACTION 3.1.: Develop Real Estate Investment Trust to stimulate Buckinghamshire Private Rented Sector (LIFE AFTER USEACT?) | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop investment vehicle to secure private funds into Intermediate Housing sector | BTVLEP | €200,000 revenue €50m capital | FCA regulations | Establishment of investment trust | 1-Financing secured: none 2-Funding and programmes that partners can apply for INTERREG, URBACT, ESPON etc |
| Phase | C) To be carried out | | | | |
| Timetable | March 2015 – March 2018 | | | | |
| ACTION 3.2: Develop business support to stimulate growth in existing and new Social Landlords | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop programme of business support to grow social enterprises with focus on housing | BTVLEP | €200,000 revenue | n/a | Businesses supported | 1-Financing secured: none 2-Funding and programmes that partners can apply for INTERREG, URBACT, ESPON etc |
| Phase | C) To be carried out | | | | |

| Timetable | March 2015 – March 2018 | | | | |
|--|--------------------------|----------------|-----------------------------|--------------------------------------|---|
| OBJECTIVE 4: STIMULATING EMPLOYMENT GROWTH in key industrial sectors | | | | | |
| ACTION 4.1.: Develop Film/Games/ TV incubators in partnership with Pinewood, NFTS and Next Generation Skills Academy | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop employment opportunities in Film, Games & TV | BTVLEP | TBC | N/A | Businesses supported | 1-Financing secured: €1.1m ERDF and LGF 2-Funding and programmes that partners can apply for: INTERRREG, CULTURE, MEDIA |
| Phase | C) To be carried out | | | | |
| Timetable | March 2015 - | | | | |
| ACTION 4.2: Develop integrated Healthcare Innovation Hub to stimulate the adoption and diffusion of innovation in the health sector | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop Open Innovation Platform in Health Sector | BTVLEP | TBC | N/A | Businesses supported | 1-Financing secured: €1.1m ERDF and LGF 2-Funding and programmes that partners can apply for: INTERRREG, AAL, Horizon 2020 |
| Phase | C) To be carried out | | | | |
| Timetable | March 2015 - | | | | |
| ACTION 4.3: Develop Space Propulsion & Motorsport Innovation Hubs | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop Employment & Research in Space and Advanced Engineering | BTVLEP | TBC | N/A | Businesses supported | 1-Financing secured: €1.1m ERDF and LGF 2-Funding and programmes that partners can apply for: INTERRREG, Horizon 2020 |
| Phase | C) To be carried out | | | | |

| Timetable | March 2015 - | | | | |
|--|--------------------------|----------------|-----------------------------|--------------------------------------|--|
| ACTION 4.4: Develop Food and Drink Enterprise Zone | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop employment opportunities in food and drink sector | BTVLEP | TBC | N/A | Businesses supported | 1-Financing secured: €500k EAFRD 2-Funding and programmes that partners can apply for: INTERREG, Horizon 2020 |
| Phase | C) To be carried out | | | | |
| Timetable | March 2015 - | | | | |
| OBJECTIVE 5: SECURING THE NECESSARY DEVELOPMENT FINANCE to make the other pillars a reality | | | | | |
| ACTION 5.1.: Develop ESIF Strategy | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop ESIF Strategy to identify how structural funds will be defrayed | BTVLEP | N/A | ESIF Framework | ESIF Strategy | 1-Financing secured: none 2-Funding and programmes that partners can apply for: Technical Assistance |
| Phase | A) Already carried out | | | | |
| Timetable | Jan 2014 – Oct 2014 | | | | |
| ACTION 5.2: Develop an innovative guide to financing development | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Develop a guide for the range of finance solutions | BTVLEP | €5,000 | Not applicable | Finance Guide | 1-Financing secured €5,000 being 2-Funding programmes that partners can apply for EIB, INTERREG |
| Phase | C) To be carried out | | | | |

| Timetable | March 2015 - | | | | |
|---|--------------------------|----------------|-----------------------------|--------------------------------------|---|
| ACTION 5.3: Access new forms of finance to support work programme | | | | | |
| Title and brief description of the specific LAP Action | Responsible Institutions | Estimated cost | Official planning framework | Expected Output and Result Indicator | Resources |
| Secure resources needed to deliver planned developments | Various | TBC | Various | TBC | 1-Financing secured: n/a 2-Funding programmes: TBC |
| Phase | C) To be carried out | | | | |
| Timetable | March 2015 - | | | | |

SECTION 3: LAP Implementation

ORGANIZATIONAL SOLUTIONS

In considering the existing organizational structures that are in existence in the Buckinghamshire Thames Valley region, we identified an opportunity/need at the outset of the USE-Act project to create a strong mechanism to encourage greater collaboration between different public and private sector development community. Our perception was that this mechanism, subsequently launched as Buckinghamshire Advantage, was needed because;

- Each Local Planning Authority was answerable to different political masters who have different priorities)making it a challenge to encourage co-operation);
- LPAs working to different development plan timescales
- Each LPA was stretched and/or lacked real resource to deal with strategic/ cross boundary issues
- Potential confusion of boundaries for cross boundary working
- The lack of a sub regional framework to help arbitrate the right outcome for cooperation.
- Too little focus on the outcome rather than the process.
- Mixed messages from government:
- Confusion around what government policy actually is on green belt reviews

LPAs have reduced their capacity and continue to be a target for savings alongside other services due to reducing local government finance. There is almost universal community resistance to growth in Districts such as ours. The scale of growth which would be needed to fully address demographic needs is generally unacceptable to local groups/ people who generally speak up in favour of zero growth.

Financial ‘incentives’ introduced by government do not seem to have had any significant effect on their desire to embrace growth (including within political circles). The implication of these issues is the need to review Green Belt policy, due to housing needs. This runs the risk of setting the community against the LPAs. We need to consider whether Green Belt policy has done its job and whether it is working in favour of the local economy.

Topographical, environmental and financial constraints mean ‘big bang’ highway infrastructure solutions are not deliverable or ‘sustainable’ but this is what communities expect to accompany growth. We need to create a stronger voice for the business community to help reconnect the economic case for determinations on future land use.

The articulate (of a certain demographic) often have the loudest voices, oppose growth, and make their voices heard politically. Politicians can opt for growth decisions which work in the short term – which invariably impacts on willingness to embrace higher levels of growth

In all this, the real challenge is in delivering and financing infrastructure provision ahead of development. This is often made significantly harder when growth occurs as an accumulation of smaller parts rather than single growth points

Mixed use employment allocations are seen as a necessary evil to secure a large scale planning consent. Developers often display little conviction in the implementation of these employment sites and not before substantial housing has been delivered. Many developers are still challenged in accessing the finance they need, either because they are beholden to renegotiated financial covenants or because the investment is considered too risky.

There is a genuine infrastructure deficit that grants of new planning consent cannot reverse. This means the public perception is that any new major development use will exacerbate rather than improve the position. Land ownership can be a development constraint. It can be complacent to infrastructure and employment development proposals preferring high value residential or retail use even where this is not allocated.

In response to these issues, we proposed to establish an urban development company – Buckinghamshire Advantage – jointly owned by the 5 municipalities in Buckinghamshire and the business community.

FUNDING

Funding required to deliver the activities set out in this LAP could come from a variety of sources, including UK government funds; EU Structural Investment Funds; European Community Funds; Private Funding; and/or Community Funding.

Indeed, as one of the core aspects of the LAP is to develop an innovative guide to finance, this is something we will be exploring in due course. One thing which is absolutely clear is that the mix of funds required is now much more complex than it has been in the past and the need for stronger alignment between the various funding sources is stronger than ever before.

SECTION 4: LAP Impact Assessment

ANALYSIS OF THE LAP DEVELOPMENT PROCESS

The table below summarises the strengths, weaknesses, opportunities and threats of the prevailing environment in which the LAP has been developed in.

| | |
|---|--|
| <p>Strengths</p> <ul style="list-style-type: none"> - <i>Good working relationship between partners</i> - <i>Strong natural environment</i> - <i>Strong economy</i> - | <p>Weaknesses</p> <ul style="list-style-type: none"> - <i>Lack of resources creating commercial and partnership tensions;</i> - <i>Conversations can descend into adversarial discussions</i> - <i>No shared evidence base</i> - <i>Lack of framework for collaboration</i> - <i>Tight govt. finances/Lack of govt. funds</i> - <i>National Planning Policy Framework- Mixed messages from government</i> - <i>Urban fabric tired and in need of renewal</i> |
| <p>Opportunities</p> <ul style="list-style-type: none"> - <i>Many organisations are young, so no formal plans in place</i> - <i>BTVLEP recently been asked by government to prepare economic plan</i> - <i>BTVLEP also been asked to prepare a EU Structural Investment Plan</i> - <i>LAs all in process of developing local plans;</i> - <i>BA been asked to prepare local infrastructure plan</i> | <p>Threats</p> <ul style="list-style-type: none"> - <i>Short termism</i> - <i>Technical nature of the planning process</i> - <i>Lack of common language</i> - <i>Fragmented delivery system/Lack of countywide development vehicle</i> - <i>Community resistance</i> - <i>Lack of funding to forward fund infrastructure</i> |

This SWOT Analysis provides a contextual framework to place the LAP in the environment in which it has been developed. It serves to analyse, understand and explain the prevailing environment in which the LAP has been developed.

Another way of considering how the current framework for delivering sustainable urban development has changed is to consider various models, and how they have evolved.

Sustainable Development in a buoyant economy is often characterized by the diagram (Fig.1, opposite).

In times of relative affluence, it's often possible for the various elements of sustainable development to hold each other to account, to provide scrutiny of each community's actions and for the statutory system to be the ultimate custodian of decision making.

However, a number of fundamental factors in recent years have sought to change this model. The scale of government debt & deficit has fundamentally affected all aspects of this traditional model.

The drive towards more growth, driven by the increasing recognition of the circular economy (growth = taxes = debt reduction) is encouraging a range of actors to stimulate increasing housing and employment, at any cost. In addition, the lack of government funding is driving a shift towards increasing levels of social entrepreneurship, In short, many public authorities are being forced to shift their business models away from ones which are heavily grant dependent to becoming more reliant on traded income.

At the same time, the approach to funding Green and Blue Infrastructure is shifting. Tools like Paying for Ecosystem Services and Bio-diversity off-setting are trying to find new ways of involving businesses in funding green and blue infrastructure.

In short, it is no longer possible for all ends of the sustainable development triangle to be held 'in tension' with each other. A new model of sustainable development has emerged, as characterised by the diagram opposite (Fig.2).

However, what is also clear is that many of the communities described above utilise different working styles, speak different languages and have not been used to working together. Our analysis of different systems for collaboration between these various communities has identified four typologies/maturities in partnership approaches, which we have characterised as

1. AWARE: Partners are aware of each other, but not deeply engaged in conversation
2. TALKING: Aware and committed to working together, looking for shared activities
3. OPERATIONAL COLLABORATION: Working together on joint 'time limited' projects
4. STRATEGIC COLLABORATION: Fully embedded, where processes for collaboration are capable of being sustained

Our goal, through this LAP Process is to identify and develop various activities to strengthen the levels and maturity of collaboration between a range of communities in pursuit of the goal of achieving sustainable development.

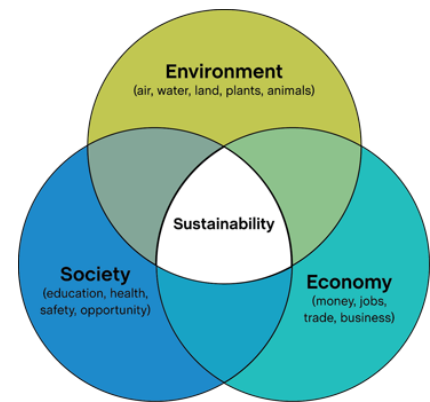


Fig. 1: Sustainable development in a buoyant economy

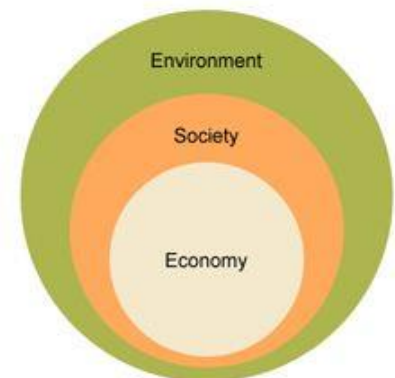


Fig. 2: Sustainable development in a debt ridden economy

LAP RISK ASSESSMENT

The table below summarises the risks tied to the LAP process, and includes a specific description of each type of risk (e.g. operational, financial, legal, staffing, technical, behavioural), categorises them (into low, medium or high risk); and outlines the steps which could be taken to mitigate probability and impact.

| RISK | CONSEQUENCE | LIKELIHOOD | RISK LEVEL | MANAGEMENT OF RISK | EFFECTIVENESS OF STRATEGY | NEW RISK LEVEL | FURTHER ACTION & OPPORTUNITIES FOR IMPROVEMENT |
|--|--|------------|------------|--|---------------------------|----------------|--|
| Lack of agreement between partners on priorities | Partnership tension/breakdown | LOW | MEDIUM | Regularly review strength of partnership | HIGH | LOW | Monitor & review |
| Lack of data to feed knowledge/decision making on zero impact growth | Inability to benchmark starting point | MEDIUM | HIGH | Accelerate plans for data warehouse | HIGH | MEDIUM | Monitor & review |
| Resident objection | Community opposition | MEDIUM | MEDIUM | Communicate | LOW | MEDIUM | Monitor & review |
| Lack of funding | Inability to realize plans | MEDIUM | MEDIUM | Develop guide | MEDIUM | MEDIUM | Monitor & review |
| Housing growth develops faster than employment growth | Unsustainable development | MEDIUM | MEDIUM | Secure commitment to the need for good quality employment growth | MEDIUM | MEDIUM | Monitor & review |
| Lack of recognition of infrastructure needs | Unsustainable development | MEDIUM | MEDIUM | Benchmark impact, review and communicate | MEDIUM | MEDIUM | Monitor & review |
| Lack of support for environment | Inability to secure commitment to zero environmental impact growth | MEDIUM | MEDIUM | Identify potential negative consequences and publicise | MEDIUM | MEDIUM | Monitor & review |
| Commercial drivers are too strong | Principle of zero environmental impact becomes good theory | MEDIUM | MEDIUM | Encourage support for higher principles | LOW | MEDIUM | Monitor & review |

LAP TARGET/BENEFICIARIES AND IMPACT ASSESSMENT

The table below summarises the LAP beneficiaries & identifies the potential impact that the implementation of the LAP could have

| SUBJECTS/CATEGORIES AFFECTED BY THE LAP | IMPACT ON THE SUBJECT | POTENTIAL INDICATORS |
|---|--|---|
| Citizens | Good decision making will result in increasingly prosperous economy, high quality of life and high degree of social inclusion. DANGER IS THAT CITIZENS PRIORITISE QUALITY OF LIFE OVER OTHER ECONOMIC & SOCIAL FACTORS | <ul style="list-style-type: none"> • Land mass allocated for housing/employment growth • Land mass with protected status • Journey times & journey time reliability • Proximity to GI |
| Businesses | Good decision making will result in increasingly prosperous economy, high quality of life and high degree of social inclusion. DANGER IS THAT BUSINESSES PRIORITISE GROWTH OVER OTHER ENVIRONMENTAL & SOCIAL FACTORS | <ul style="list-style-type: none"> • Land mass allocated for housing/employment growth • Journey times & journey time reliability |
| Municipalities | Good decision making will result in increasingly prosperous economy, high quality of life and high degree of social inclusion. INCREASINGLY TIGHT PUBLIC SECTOR FINANCES MEAN THE DANGER IS THAT MUNICIPALITIES PRIORITISE GROWTH OVER OTHER ENVIRONMENTAL & SOCIAL FACTORS | <ul style="list-style-type: none"> • Housing growth rates • Land availability and supply • Jobs growth rates (although the current system of incentivizing this in the UK doesn't support this goal) |
| Environmental NGOs | Good decision making will result in increasingly prosperous economy, high quality of life and high degree of social inclusion. INCREASINGLY TIGHT PUBLIC SECTOR FINANCES MEAN THE DANGER IS THAT NGOs ARE MARGINALISED, AND THE ENVIRONMENTAL VOICE DIMINISHES | <ul style="list-style-type: none"> • Land mass with protected status • Proximity to GI |
| National Politicians | Good decision making will result in increasingly prosperous economy, high quality of life and high degree of social inclusion. NATIONALLY, HAVING A STRONG ECONOMY IS AN IMPORTANT ISSUE FOR CENTRAL GOVT. | <ul style="list-style-type: none"> • Job growth rates • Housing growth rates • Journey times & journey time reliability • Proximity to GI |
| Local Politicians | Good decision making will result in increasingly prosperous economy, high quality of life and high degree of social inclusion. LOCALLY, QUALITY OF THE ENVIRONMENT/QUALITY OF LIFE IS THE MOST IMPORTANT ISSUE. | <ul style="list-style-type: none"> • Land mass with protected status • Journey times & journey time reliability |

INNOVATION

We believe a number of aspects of this plan are innovative. Our governance proposals create an innovative mechanism for driving sustainable urban development. Our proposals for a locally owned revolving 'fund of funds' for supporting the development of more intermediate housing and our proposal for big data project with our natural environment partners are both innovative policy instruments for supporting the new sustainable development paradigm.

SECTION 5: Stakeholders, partnerships, participation

MAIN STAKEHOLDERS

The main/key stakeholders involved in developing the LAP and the various activities contained in the LAP include;

The Buckinghamshire Thames Valley LEP Executive



Richard Harrington
BTVLEP CEO



Jim Sims
BTVLEP Development Mgr.
The Urbact Local Co-ordinator



Richard Burton
BTVLEP Communications Mgr.



Ian Barham
BTVLEP Partnership Manager

The Buckinghamshire Thames Valley Local Enterprise Partnership Board



Alex Pratt – Chair
Founder
Serious Brands Limited



Cllr. Richard Scott - Vice Chair
Leader
Wycombe District Council



Guy Lachlan
Owner
Jones and Cocks



Cllr. Adrian Busby
Leader
South Bucks District Council



Andrew Smith
Director of Strategy & Comms
Pinewood Studios



Cllr. Martin Tett
Leader
Buckinghamshire County Council



Michael Garvey
MD
Stupples Chandler Garvey



Neil Blake
Leader
Aylesbury Vale District Council



Isobel Darby
Leader
Chiltern District Council

Officers from partner organizations:

Wycombe District Council: Penelope Tollitt, Jerry Unsworth, Charles Brocklehurst and John Callaghan

Aylesbury Vale District Council: John Byrne, Andy Kirkham and Tracy Aldworth

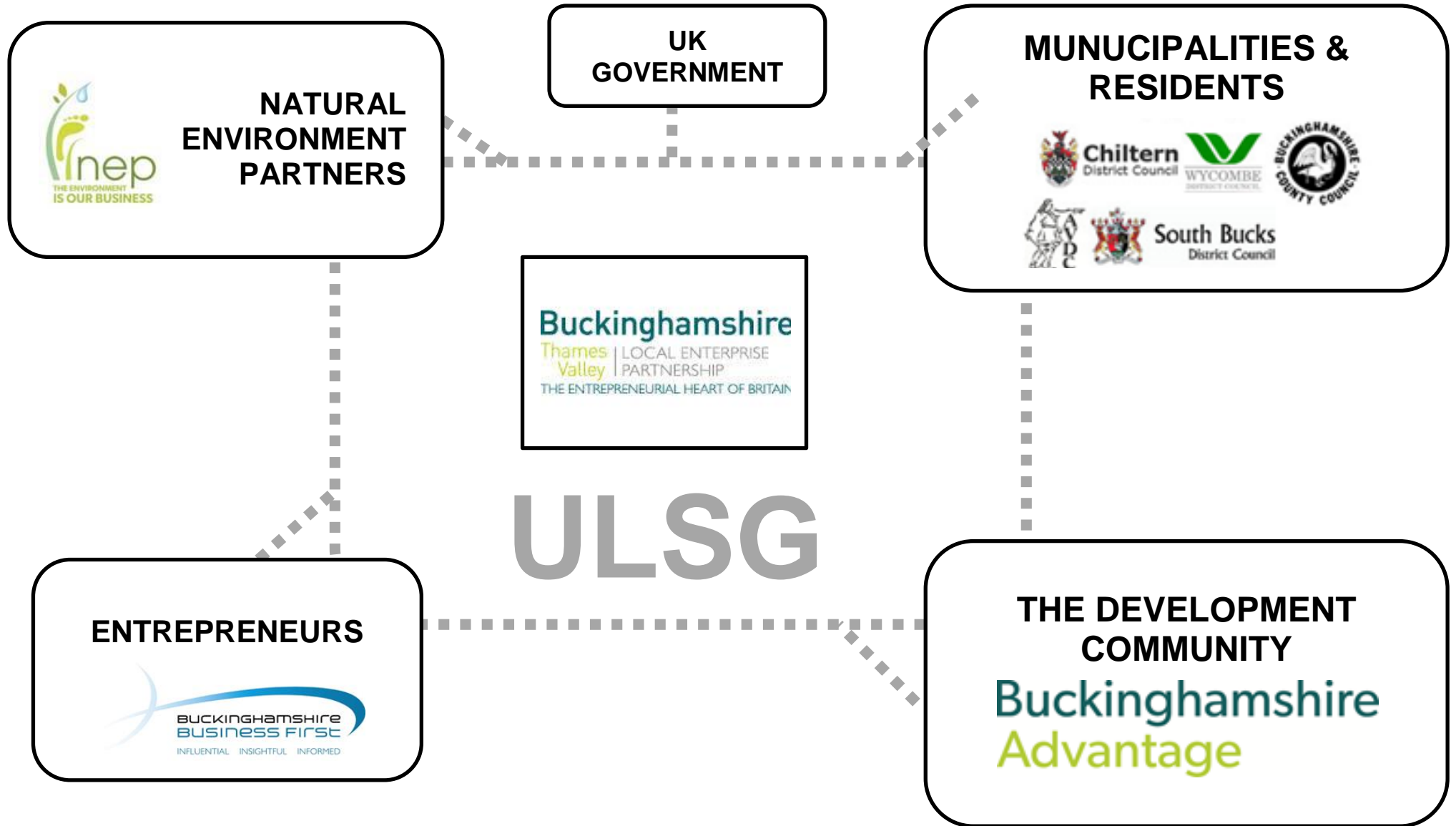
Chiltern District Council and South Bucks District Council: Graham Winwright and Bob Smith

Buckinghamshire Business First: Philippa Batting

Bucks & MK Natural Environment Partnership: Vicky Wetherall and David Kent

ULSG MAP

The diagram below illustrates how these stakeholders are already bound together.



THE PARTICIPATION PROCESS: LAP AS CO-PRODUCTION EXERCISE

This Local Action Plan - and the activities contained it - have been built bottom up, through a direct discussion and collaboration with partners. The focus of the plan has largely been on creating these structures, tools, activities and arrangements for delivering sustainable urban development in Buckinghamshire.

Because our approach to delivering this project has had to focus on trying to align a range of existing disparate partnerships to recognize the importance of trying to stimulate sustainable growth (i.e. growth with zero environmental impact), we have had to undertake lots of work inside existing partnerships, using the limited resources available to us to stimulate new approaches and new ways of working. In addition, because we chose to establish the framework for the LAP at the outset of the project, and develop this Final version of the LAP as the final template was issued by our lead partner, we have largely operated elements of the planning and the implementation process in parallel with each other.

This work has been overseen by the core team responsible for signing off this Local Action Plan.

In developing the BTVLEP Strategic Economic Plan, we worked with all our major stakeholders to develop an overarching economic plan for Buckinghamshire. Whilst this plan was developed in response to a central government request, it necessitated work with Local Authorities, Citizens, NGOs etc, agreeing our economic priorities. Because of this, we held numerous LAP workshops through the creation of this document, with the creation of the resultant strategy utilizing a number of techniques recommended by the Urbact Programme and the process being supported by Urbact.

In establishing a joint delivery vehicle for overseeing the delivery of infrastructure – Buckinghamshire Advantage – we worked with a range of partners to agree the governance model and establish the board of the new development company. None of this work was supported through Urbact, although it was identified as a priority in the LAP Framework we established at the start of the project.

In establishing a coherent forward development programme across the partnership – through the creation of a Local Infrastructure Investment Plan – we used the BA Board as the governance vehicle for agreeing this document, and convened a number of workshops/face to face meetings with a range of stakeholders to help shape these priorities. Again, this process and the production of the resultant document was supported by Urbact.



A workshop working with Local Authority Spatial Planners

In helping to shape the development of the Natural Environment Partners Business Plan, we largely worked through the existing partnership arrangements to develop a document which sought to develop a closer alignment between the economic partners (BTVLEP) and the natural environment partners (NEP). Because this process was owned and led by the NEP and its partners, we were largely participants in this process.



A workshop working with Local Authority Spatial Planners

As far as exploring opportunities for the economic and natural environment partners to collaborate on growth initiatives which have net zero impact on the natural environment, again, we were participants in a process which was largely facilitated by a third party, appointed by Natural England. Whilst this process was built around a facilitated dialogue between the LEP and the NEP Boards, because it was externally arranged, the Urbact programme didn't support these activities.

As far as developing a number of Big Data projects is concerned, BTVLEP envisages this is one really strong potential opportunity for creating greater collaboration between public, private and NGO partners on projects which support the development of sustainable urban solutions. In addition, it will help overcome one fundamental weakness in being able to evaluate the success of the partnership of delivering growth with a net zero environmental impact – namely, creating the framework for measuring impact. At present, we don't really have a very effective mechanism for measuring whether or not the overall environmental impact of development is negative or positive. As this is such an important aspect of this work and it is not a statutory requirement, the process for developing this mechanism has been supported by Urbact. Developing a 5G Innovation Centre is

something we have secured money from the UK government for, and this will provide businesses with access to support on connected digital / IoT issues. However, in addition to this work (which we have yet to fully implement) we also need to work with urban planners and transport engineers to develop innovative new ways of delivering public sector solutions.

As far as intermediate housing is concerned, we are keen to develop a Local Housing Investment Trust to stimulate Buckinghamshire Private Rented Sector. This is a project, we have not yet implemented, but envisage using a number of tools acquired during the USE-Act project. The same is true of many of the sustainable business growth opportunities identified in this plan – they are future work programme activities to help deliver 'smart specialisation'.

As far as securing suitable finance for delivering sustainable economic development in Buckinghamshire is concerned, our LAP identified the need to develop a strong ESIF Strategy (to support the targeting of Structural Investment Funds); the need to develop an innovative guide to financing development and the need to access new forms of finance to support the work programme. Indeed, as time has gone on, we have also identified the potential role of the LAP in helping to secure new transnational partnership projects.

SECTION6: Looking forward...

LESSONS LEARNT

During the course of the delivery of the USE-Act project, we have encountered a few obstacles and bottlenecks. These include;

- Limited staff time funded through the project has proved to be a slight constraint in implementing some actions and administrating the project adequately;
- Templates and Sample documents being made available at the outset of the project would have resulted in less rework and a more focused delivery model;
- Having a clearer cycle of LAP Analysis, Planning, Implementation and Review within the project structure would have created a more focused delivery model;

In addition to the above, a number of other learning points were achieved;

- The balance of how 'top down' or 'bottom up' the LAP process will need to be will depend on existing structures in the particular member state and the scope of the LAP
- Having organizations with similar goals and focus is important;
- The availability of suitable finance for intermediate housing in more competitive regions is a significant constraint;
- In reality, measurement of 'sustainable development'

WHAT ABOUT AFTER USEACT/URBACT?

As far as life after USE-Act/Urbact is concerned, we continue to work with partners locally to implement key elements of the LAP. We are also in discussion with number of partners about continuing to develop some of the projects set out in his plan through other trans-national co-operation programmes. Many of the conversations we have had would not have been possible without Urbact/USE-Act.

WHICH RECOMMENDATIONS FOR URBACT III?

As far a Urbact 3 is concerned, our only recommendation is to suggest that the Secretariat seriously look at supporting innovative ideas for financing urban development, particularly in more competitive regions, many of which will struggle to implement traditional 'fund of funds' models.

ANNEX1: INFORMATION SOURCES

USEAct Urban Sustainable Environmental Actions



Lead Partner
City of Naples
Urban Planning Department

URBACT Projects and Networks on Integrated
Urban Development Policies - Central Direction
Urban Planning and Management - UNESCO Site
Gaetano Mollura - USEAct Project coordinator
Anna Arena - Finance officer
Maria Luna Nobile - Communication officer
Vincenzo Fusco - LSG coordinator
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