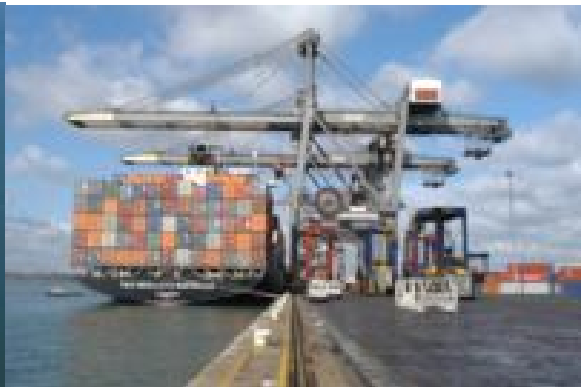




# **PUSH Business Plan 2011-13**





## Foreword

PUSH continues to make a significant impact on the economic performance of Solent area and on the well being of its residents. Evidence recently gathered to inform our new economic development strategy shows that PUSH has achieved much and that the Solent economy has benefited from the sustained efforts made by PUSH and its member authorities and other partners. In relative terms the local economy has weathered the storm of the recession well and is in good shape to benefit from the recovery as it takes hold.

The adoption of a new economic development strategy, a raft of new government policy since the 2010 General Election and the creation of the Solent LEP in particular, inevitably means that PUSH's role is changing. PUSH remains as focussed as ever on developing the Solent economy and supporting the creation of new jobs while enhancing the environment of the area and the quality of life of its residents.

With such dramatic changes afoot, a new business plan is required: a business plan that focuses PUSH's efforts on strategy, coordination and, through partners, on maintaining and improving delivery. This plan sets out PUSH's priorities for the next two years, how it will streamline its structures and how it will work with the Solent LEP and other partners for the benefit of the Solent economy. Inevitably the first year of this plan will be one of transition but we will not let this distract us from continued effective delivery. The policy landscape will no doubt continue to change and this plan has been developed to enable PUSH to respond to such changes.

We remain proud of what PUSH has achieved for the area and of our plans for its continued role, working with the Solent LEP and others. We remain committed to ensuring that we achieve ever more for the benefit of people living, working and visiting in South Hampshire and the Isle of Wight.

## **PURPOSE OF PLAN**

Since adoption of the previous PUSH Business Plan (2010-12) a great deal has changed both in the policy and funding environment being established by the Coalition Government and in the local strategic context. These changes are outlined in the opening chapter of this plan. In particular, the business led Solent Local Enterprise Partnership (LEP) is being formed to take responsibility for delivery of economic development in the Solent area, building on the firm foundations established by PUSH. The LEP will be fully established by April 2012 and therefore the first year of this plan is, in part a transitional business plan pending full establishment of the LEP and the further development of PUSH that will necessitate.

Notwithstanding these developments, in 2011-12 PUSH has an ongoing programme of work which must not be disrupted by, but which needs to adapt to, these changes. Therefore, this is also a plan for continued delivery during this transitional period.

This plan does not seek to establish inappropriately detailed and inflexible plans (given the continued rapid development of national and local policy) or to repeat details of policy and strategy published elsewhere. Instead it establishes a purposeful framework for ongoing delivery and an overall direction for the further development of PUSH, within which more detailed Delivery and Transition Plans (prepared by PUSH Delivery Panels) can be developed and implemented.

**CONTENTS**

***Volume I***

**Chapter**

**Page**

1	The changing policy context	4
2	Strategic ambition	7
3	Partnership development	10
4	Economic development	15
5	Sustainability and community infrastructure	17
6	Housing and planning	19
7	Quality Places	21
8	External funding	24
9	Transport	25
10	Risk management	26

# 1 THE CHANGING POLICY CONTEXT

1.1 With the advent of the Coalition Government the policy context within which PUSH operates has changed dramatically. Furthermore, the economic environment has also changed significantly since PUSH adopted its previous business plan. This chapter provides a high level overview of the key policy developments that will influence PUSH's future approach including Government Policy on economic development and the establishment of Local Enterprise Partnerships, changes to the planning regime and changes to the funding environment, in particular in the public sector.

## **Government policy**

1.2 The most significant shift in Government policy that affects PUSH is the Local Growth White Paper published in October 2010 and associated announcements, for example on the planning regime. In the White Paper the Government sets out a new approach to economic development focussing on three key themes:

1.2.1 **Shifting power to local communities and businesses** by establishing business-led Local Enterprise Partnerships. LEPs are to bring together local businesses and civic leaders in a functional economic area to provide vision, knowledge and strategic leadership and empower communities to fulfil their potential. Where established, LEPs will be the key delivery agent for economic development. The formation of the Solent LEP has been approved and was fully incorporated by April 2011 and will be fully established by April 2012

1.2.2 **Increasing confidence to invest** by creating the right conditions for growth through a consistent and efficient framework for investment, an effective planning framework and new incentives to make sure local communities benefit from development. Localisation of planning policy will have a particularly significant effect on PUSH's role in supporting and coordinating the development of planning policies across the Solent area. Financial incentives for development and new funding mechanisms such as Tax Incremental Financing (TIF) will open up new ways of funding investment in infrastructure.

1.2.3 **Focused investment**, principally through the Regional Growth Fund (RGF) and European funding, to tackle barriers that the market will not address itself and support investment that will have a long term impact on growth.

1.3 The White Paper identifies a number of critical roles for local authorities to play in supporting local economies including those set out below in which PUSH is likely to have an important ongoing role.

- Leadership and coordination, including community leadership and land-use planning roles (e.g. to ensure a responsive supply of land for business growth and housing supply)
- Creative use of assets to leverage funding and support growth.
- Supporting local infrastructure development.
- Supporting and engaging the local business community

## **The Solent LEP**

1.4 The Local Growth White Paper sets out a range of possible roles for LEPs including:

- Working with Government on investment priorities, development of national planning policies and coordinating project delivery.
- Coordinating proposals for, or bidding directly to, the Regional Growth Fund.
- Supporting high growth businesses, working with local employers and leading changes in local business regulation.
- Strategic housing delivery including pooling and aligning funding streams to support this.
- Leveraging funding from the private sector.
- Exploring opportunities for developing incentives for renewable energy projects.

1.5 The Solent LEP has identified the following priorities for its first 18 months of operation:

- Developing a growth hub and strategic clusters to support growth, in particular focussing on advanced manufacturing and engineering, transport and logistics.
- Strengthening the visitor economy.
- Investing in skills to enable increased employment.
- Realising the potential of the cities and reducing benefit dependency.
- Infrastructure including transport, housing, key land assets, flood risk mitigation and reliable high speed broadband.
- Supporting enterprise.
- Establishing a single inward investment and place marketing function.
- Innovation in delivery and funding.

1.6 It is, therefore, expected that during 2011-12 the Solent LEP will assume some responsibility for delivery of economic development/growth in line with the newly adopted PUSH economic Development Strategy (see next chapter). PUSH will continue to play a pivotal role in strategy development and enabling delivery. In particular PUSH will continue to provide a critical single, simplified interface (or brokerage role) with local government and the wider public sector, including a wide range of Government Departments and Agencies, all of whom have important roles in creating the right conditions to facilitate economic growth. This “symbiotic” relationship between PUSH and the Solent LEP will, therefore, be of particular significance as the new arrangements develop and bed down.

## **Public expenditure**

1.7 The 2010 Comprehensive Spending Review resulting in dramatic cuts in public expenditure, including in local government. From April 2011 PUSH will no longer receive any core funding from Government and will therefore need to rely on local authority funding and such other funding as it can lever in from external sources. This will be challenging, particularly in the short term, and will require substantial streamlining of PUSH’s operational costs and prudent use of resources. It is recognised that the Transition Grant awarded to PUSH in May 2011, will provide some short-term funding support to facilitate the development of new joint

approaches to key areas of work including, housing, planning and economic development.

- 1.8 It is, therefore, doubly important that there is a close and effective relationship between PUSH, the Solent LEP, Transport for South Hampshire and other key agencies. An area in which PUSH (and its member authorities) will play a crucial enabling role is to simplify interfaces, broker dialogue and deliver joint approaches and collaboration. PUSH will also need to focus across its remit on innovative methods of funding investment and securing external resources.
- 1.9 In particular, PUSH will continue to provide a strong and well established vehicle for local authorities and other partners (including the LEP) to work together/collaborate on joint strategy and policy development. Such joint working builds on the strong track record PUSH has already established in this regard including: the PUSH Economic Development Strategy; developing a common approach to inward investment; and joint strategies and/or guidance on green infrastructure, quality of place, developer contributions and skills development. Such joint working will not only enable more effective development of policy and strategy but will also often help ensure a more effective use of resources, e.g. through economies of scale.

## **2 STRATEGIC AMBITION**

2.1 The first PUSH economic development strategy was formulated in a buoyant economy at a time of relative affluence in the public finances. Since then, of course, the world economy has changed dramatically and, as a consequence, public sector finances have been hit hard. In 2010, therefore, PUSH commissioned a review of its economic development strategy and, as a result of that review, adopted a new strategy and associated preferred growth scenario in November 2010, and launched the strategy in January 2011.

### **Impact of the previous strategy**

2.2 The review identified a number of PUSH achievements and successes since adoption of the first strategy, not least in established the foundations for improved economic performance in the longer term. The key successes identified were:

- 2.2.1 Development of a coordinated and integrated sub-regional strategy backed by strong research into key sectors, skills, enterprise and infrastructure.
- 2.2.2 Successful leverage of resources to support growth and development in the sub-region.
- 2.2.3 Ensuring strong. Collaborative, multi-agency approaches to delivery, including establishment of the Employment and Skills Board.

2.3 The review also showed encouraging signs in economic performance, not least that the GVA per capita gap with the South East has narrowed from its peak of 14% to 11% and that the proportion of the population acquiring higher level skills has outstripped the South East average.

2.4 However, new baseline forecasts also show that the GVA per capita gap is likely to widen again to 12% by 2026, that the recession has had a severe impact on forecast growth in employment and that the population will continue to increase through both natural change and inward migration.



**The new strategy and preferred growth scenario**

- 2.5 PUSH's ambition, reflected in the strategy, remains to create a prosperous economy and thereby improve the quality of life of people living in the area. This includes a continued ambition:
  - 2.5.1 to narrow the gap in economic performance between the sub-region and the South East of England;
  - 2.5.2 to support the cities to fulfil their potential as engines for economic growth; and, additionally
  - 2.5.3 to address the impact of the recession, create jobs and tackle unemployment and increase productivity.
  - 2.5.4 to make best use of the assets of the area and achieve sustainable economic growth.
  
- 2.6 The strategy emphasises the role of the private sector in delivering growth and identifies skills development, innovation and support for key sectors (advances manufacturing, marine, aerospace, transport and logistics and environmental technologies) as critical for growth. Furthermore, it is underpinned by the centrality of sustainable development to enhance quality of life and existing human, environmental and cultural assets.
  
- 2.7 The strategy sets out eight transformational actions necessary to achieve these ambitions. These are set out in the table below and reflected in the priorities for the Solent LEP.

<b>Transformational actions</b>
1. Leading on employment and skills – our brighter future is based on a skilled workforce that can underpin higher levels of growth and ensure our residents are engaged and suited to the jobs that are created.
2. Supporting the growth of our cities – ensuring our cities fulfil their potential as drivers of a sustainable and growing economy.
3. Creating, sustaining and growing businesses – through developing an entrepreneurial culture and utilising the business leaders and entrepreneurs in our area to deliver mentoring and support.
4. Facilitating site development to support growth – making sure we can accommodate the growth we are striving for by prioritising investment in the most important areas.
5. Establishing a single inward investment and place marketing function – to ensure we use resources efficiently to attract new business to the sub-region.
6. Developing our world leading sectors – to ensure we continue to be recognised as a leading location for marine, aerospace and advanced manufacturing.
7. Strengthen innovation networks to drive productivity growth – ensuring innovation and knowledge lies at the heart of our economy.
8. Driving innovation in delivery and funding models – ensuring that creative and innovative delivery is at the centre of all that we do.

- 2.8 The forecast impact of implementation of these actions will be further to narrow the GVA per capita gap with the South East to 7% by 2026. However, the strategy moves away from the previous target driven approach and instead a Preferred Growth Scenario characterised by the key indicators set out in the table below.

<b>Indicator (2006-2026 unless otherwise stated)</b>	<b>Baseline</b>	<b>Preferred scenario</b>
GVA growth	+£8.7bn	+£9.6bn
GVA growth rate	2.0%	2.1%
GVA per capita change	+£5,300	+£6,400
GVA per capita gap at 2026 (vs South East)	12%	7%
Employment	+41,300	+51,200
Employment rate at 2026	72.7%	75.9%
Employment rate changes	-2.4%	+0.8%
Productivity Growth	1.6%	1.7%
Population increase	-	133,100
Dwellings increase	-	ca 74,000

2.9 A more detailed study of employment floor space requirements and likely supply, including a framework for prioritisation of sites has been undertaken as part of the recently adopted Economic Development Strategy. The overall conclusion is that there is sufficient supply to meet the anticipated need for an additional 1.36 – 1.72 million m<sup>2</sup> of B use-class employment floor space, albeit with a heavy reliance on urban sites which will require interventions to bring them to market.

## 3 PARTNERSHIP DEVELOPMENT

### Key principles

- 3.1 The substantial changes to the policy context in which PUSH operates, and the recent adoption of the new Economic Development Strategy and associated Preferred Growth Scenario, require a review of PUSH's activities and partnership structure. That review will take place alongside the continued development of Government policy and establishment of the Solent LEP. It will, therefore, require PUSH to be agile in responding to future changes. The following key principles have been adopted to guide this review:
- 3.1.1 In line with Government policy and to maximise leverage of resources, delivery of the economic development and other strategies will more naturally fall to the Solent LEP and other delivery partners such as TfSH, Government Agencies and individual local authorities. PUSH will continue to play a vital brokerage role between these agencies and Government policy makers, both to support and enable delivery and to ensure effective development and implementation of shared strategy and vision for the Solent area.
  - 3.1.2 Therefore, in future PUSH will be a strategic and enabling partnership focused on policy/strategy development and planning rather than direct delivery. PUSH will continue to maintain key strategic and policy development relationships in particular with Government Departments and Agencies.
  - 3.1.3 Reflecting its future role and the challenging resource environment it faces, PUSH will adopt streamlined and efficient structures for governance and staffing.
  - 3.1.4 In everything it does PUSH will ensure subsidiarity to ensure that matters best discharged at local authority level continue to be performed at that level. PUSH will also continue to provide vital accountability to its member authorities and the public.

### Future direction

- 3.2 PUSH's current partnership structure reflects the mixed strategic and delivery PUSH has evolved over the last few years. It comprises the following elements:
- 3.2.1 **Political structures** that provide accountability to PUSH's member authorities, the public and other partner organisations as appropriate. This comprises the PUSH Joint Committee and its associated Overview and Scrutiny Committee.
  - 3.2.2 Five **Delivery Panels** responsible for delivery of various projects and for proposing strategy and policy for consideration by the Joint Committee. Each Panel is chaired by a Councillor and has a lead chief executive shown in the table below. In addition, there are two sub-groups of the Economic Development Panel: The **Inward Investment Board** and the employer-led **Employment and Skills Board**.

<b>Delivery Panel</b>	<b>Chair</b>	<b>Lead Chief Executive</b>
Economic Development	Cllr Tony Briggs (Havant Borough Council)	Bernie Topham (Eastleigh Borough Council)
Sustainability and Community Infrastructure	Cllr Martin Hatley (Test Valley District Council)	Sandy Hopkins (Havant Borough Council and East Hampshire District Council)
Housing and Planning	Cllr Keith Evans (Fareham Borough Council)	Ian Lycett (Gosport Borough Council)
Quality Places	Cllr Gerald Vernon-Jackson (Portsmouth City Council)	Simon Eden (Winchester City Council)
External Funding	Cllr Keith House (Eastleigh Borough Council)	Peter Grimwood (Fareham Borough Council)

3.2.3 **Officer and partner structures:** the Coordination Group (chaired by David Williams of Portsmouth City Council).

3.2.4 A **Business Panel** to provide input from the business community.

3.3 Each of these will need to change in the light of changing circumstances. A broad outline of the likely direction of change for each is described below including transitional arrangements for 2011-12.

3.4 In addition, PUSH's sister organisation, Transport for South Hampshire (TfSH) is responsible for development of delivery of transport strategies for the Solent area.

#### Political structures

3.5 The Joint Committee and Overview and Scrutiny Committee will remain in place. The membership and constitution will change to reflect the withdrawal of the New Forest District Council and it will reflect the fact that the Isle of Wight Council will join PUSH following changes in the area covered by PUSH to include the Isle of Wight, and its expected realignment with the Solent geography. In addition, the business representative on the Joint Committee will in future be nominated by the LEP (once its board is in place), and the ex officio membership has changed to reflect the closure of GOSE and SEEDA. In addition, recognising the importance of securing sustainable economic growth, the Environment Agency will become an ex officio member of the Joint Committee.

#### Delivery panels

3.6 The current Delivery Panel arrangements will remain unchanged at the beginning of 2011-12 to ensure continuity in delivery of activities already underway and planned to start in the short term. Each Delivery Panel will prepare a more detailed Transition and Delivery Plan for its proposed activities for 2011-13.

3.7 As the Solent LEP becomes increasingly established the PUSH panel structure will evolve to reflect the roles of the LEP and the ongoing strategic and enabling roles for PUSH. In particular this is likely to involve:

3.7.1 Transfer to the LEP some of the responsibility for the delivery focussed work of the Economic Development Panel..

3.7.2 Streamlining the structure of PUSH to ensure maximum efficiency, most likely leading to a smaller number of panels in the future in particular:

## ***PUSH Business Plan: Partnership development***

- 3.7.2.1 Integration of key strategy development and coordination functions, underpinned by thematic groups where necessary (often on a task-and-finish basis).
- 3.7.2.2 Integration of hard<sup>1</sup> infrastructure, planning and external funding activities.
- 3.7.3 A continued capacity for PUSH to facilitate joint development and coordination of spatial strategy/policy (to reflected the approved Preferred Growth Scenario) and, where appropriate, to ensure economies of scale (for example through joint policy development studies).
- 3.7.4 An ongoing emphasis on ensuring that sustainability and creation of quality places underpins all PUSH's work (and indeed that of the LEP and other partners).
- 3.7.5 Providing capacity, when required, to conclude delivery of capital projects for which PUSH has responsibility or for management of assets for which PUSH may gain responsibility in the future (such as former SEEDA assets).

### Officer and partner structures

- 3.8 Reflecting the need for streamlining PUSH structures and the reality that the bulk of partner engagement takes place through the panel structure, the previous officer/partner structures (the Chief Executive's Group, Programme Board and Executive Coordination Group) have been collapsed into a single Coordination Group, based on the current Chief Executives Group with engagement of partners as necessary and appropriate.
- 3.9 An early task for the Coordination Group is to undertake work on the feasibility of joint approaches to ensure future delivery structures are as efficient and effective as possible including securing economies of scale.

### Business Panel

- 3.10 Reflecting the establishment of the business led Solent LEP, the Business Panel has been disbanded. In future the LEP will be the prime vehicle for engagement of the business community in the work of both the LEP and PUSH.

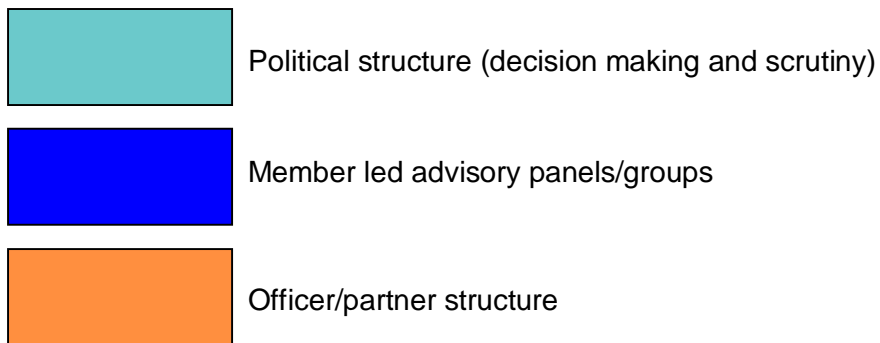
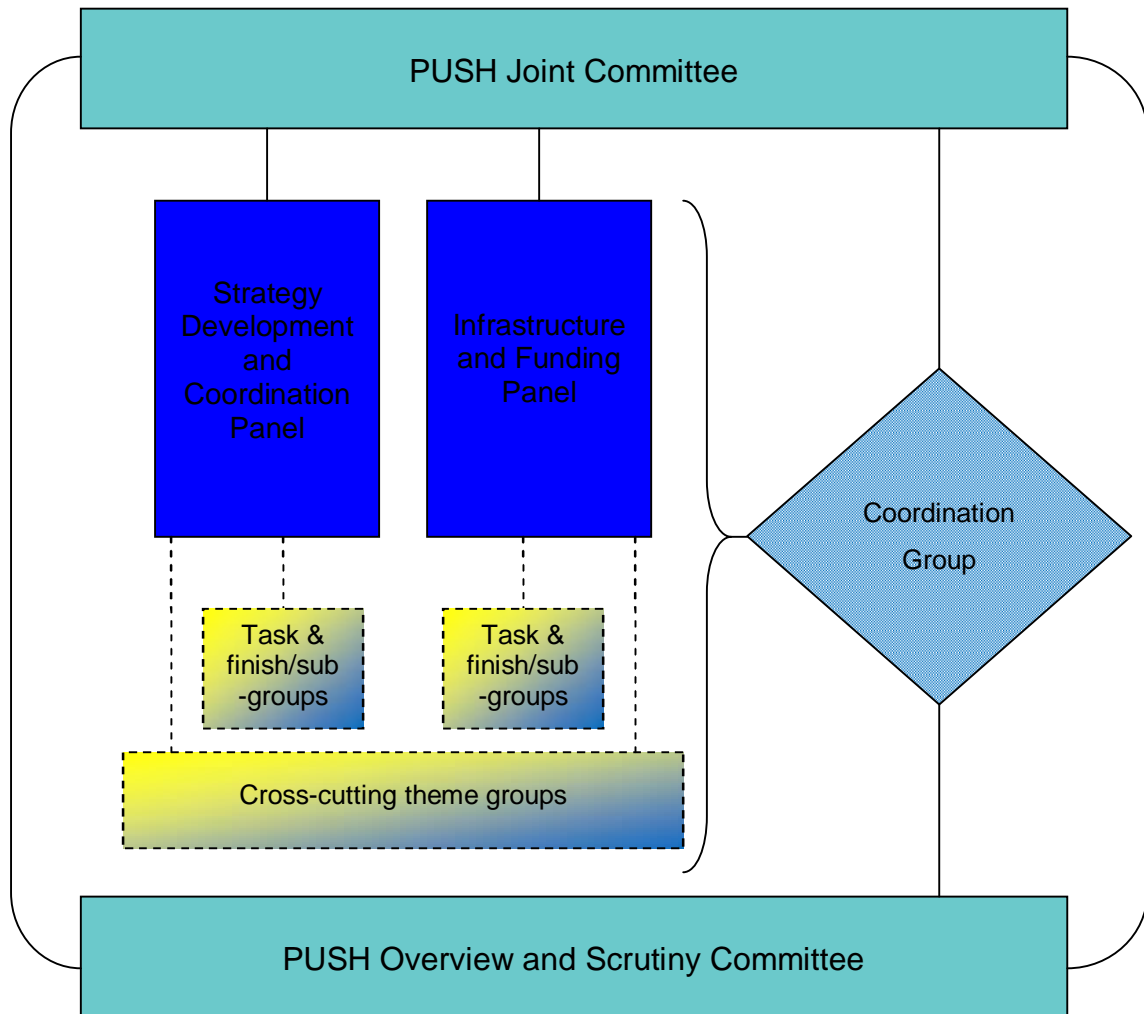
### Future PUSH governance structure

- 3.11 The diagram below outlines the proposed future governance structure for PUSH based on the policy environment as it is currently envisaged to be. This will need to be kept under review and developed further in the course of 2011-12 as the policy environment develops further.

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<sup>1</sup> - infrastructure relating to sites, (employment and housing), regeneration activity and SEEDA sites

**Figure:** Outline of possible future PUSH governance structure



**Finance and resources**

3.12 For 2011-12 PUSH currently has at its disposal £1.2m revenue and £3.8m capital funding derived from a number of sources shown in the table below.

<b>PUSH resources 2011-12</b>	
<b>Revenue resources</b>	<b>£000</b>
Core funding (local authorities)	347
Planned carry forward from 2010-11	899
CLG Transition fund	90
Interest on balances	5
<b>Revenue Total</b>	<b>1,341</b>
<b>Capital resources</b>	<b>£000</b>
Planned underspend from 2010-11	4
Carry forward from 2010-11	3,711
<b>Capital Total</b>	<b>3,715</b>
<b>Grand total</b>	<b>5,056</b>

3.13 PUSH has allocated capital resources to various projects and these allocations are detailed in the delivery panel chapters of this plan with £315,000 capital funding as yet uncommitted and acting as contingency reserves. In addition, revenue budgets have been allocated to each delivery panel and to PUSH central costs and contingency funds as follows:

<b>Allocation of revenue budgets 2011/12</b>	
<b>Delivery panel/central costs</b>	<b>£000</b>
Economic Development	192
Sustainability and Community Infrastructure	29
Housing and Planning	100
Quality Places	38
External Funding	75
Central costs and contingency	550
CLG Transition fund	90
Reserves	267

3.14 The budget for central costs and contingency includes costs for the Executive Director and administrative support, premises costs, transition costs and an allowance of £200,000 to provide matched funding to support the LEP. In addition, the costs of the Programme and Information Manager and the *Programme Manager Infrastructure and Development*<sup>2</sup>(formerly Riverside Programme Manager) are being supported from the capital budget.

<sup>2</sup> Working title to be confirmed

## 4 ECONOMIC DEVELOPMENT

### Introduction

4.1 With the adoption of a new economic development strategy and the fragile nature of the economic recovery, the need for a sustained and focussed economic development delivery effort is greater than ever. Furthermore, with the establishment of the Solent LEP, to become the primary vehicle of that delivery, this will very much be a transitional year for the Economic Development Delivery Panel.

### Priority actions

4.2 With this in mind the following priority actions have been identified for 2011-13. Further details are set out in the panel's Transition and Delivery Plan.

#### Priority Actions

- Supporting a significant employer led training function to support the skills needs of our key sectors, through enhancing the provision of science, technology, engineering and mathematics training and by increasing the number of high level apprenticeships.
- Aligning the routeway into employment and skills for employers and jobseekers resulting in increased levels of labour market engagement and retention of local talent.
- Support the redevelopment and regeneration of the cities of Portsmouth and Southampton
- To develop a coordinated approach to support business growth working with the intermediaries to provide highly commercialised support
- Agree a PUSH approach to the transition of SEEDA assets to the HCA and local partners to allow local actions to be undertaken to bring about developments, including exploring the potential of the stewardship model.
- To further develop the single gateway inward investment function for the Solent area and to develop a value proposition that can be used to place market the areas
- To develop the clusters of advanced manufacturing activities including marine, aerospace, environmental technologies and others, by supporting businesses that make up these clusters
- To provide support to partners within PUSH with provision of information and networks from EU institutions and to co-ordinate submission of proposals for EU funding to support the implementation of the strategy

### Transitional issues

4.3 It is anticipated that the Solent LEP will, in the course of 2011-12, assume responsibility for delivery of many of the projects and activities currently overseen by the Economic Development Delivery Panel. It will be important not only to ensure that these responsibilities are handed to the LEP in good order and also to secure a smooth handover so as to eliminate disruption to front line delivery. The maturity of the Inward Investment and Employment and Skills Boards (which are also expected to transfer to the LEP) will be a key factor in ensuring this smooth transition.

4.4 PUSH's ongoing important role in economic strategy development will need to be reflected in a future integrated strategy development a coordination function within PUSH. Equally it will be important to ensure



## *PUSH Business Plan: Economic development*

that the new PUSH structures to be developed during 2011-12, provide for effective management of any economic development delivery responsibilities that remain with PUSH into 2012-13 or beyond (such as management of capital projects and/or responsibility for any land assets such as former SEEDA assets).



### **Resources**

4.5 The table below summarises the revenue and capital resources allocated to the Economic Development Delivery Panel for 2011-12.

<b>Resource allocations for 2011-12</b>	
<b>Revenue</b>	<b>£000</b>
Revenue budget	192
<b>Capital</b>	<b>£000</b>
Eastleigh Riverside	271
Dunsbury Hill Farm	335
SEEDA sites and regeneration	500
Swan Studios	150
Gosport Waterfront	15
<b>Capital Total</b>	<b>1,271</b>
<b>Grand Total</b>	<b>1,463</b>

## 5 SUSTAINABILITY AND COMMUNITY INFRASTRUCTURE

### Introduction

5.1 Sustainability and quality of life remain at the heart of PUSH's ambitions including the centrality of: environmental protection and enhancement; mitigation of, and adaptation to, climate change; and provision of high quality facilities and services.

### Priority actions

5.2 With this in mind the following priority actions have been identified for 2011-13. Further details are set out in the panel's Transition and Delivery Plan.

#### Priority actions

- Development and implementation of a Green Infrastructure Strategy Implementation Plan
- Development of a sub-regional approach to Community Infrastructure Levy (which includes for the provision of flood defence infrastructure)
- Update the Strategic Flood Risk Assessment
- Development and Implementation of a cohesive framework for Environment Agency and Local Authorities' action plans.
- Encouraging and supporting the implementation of water metering by water companies in all residential homes and business premises in the sub-region
- Implementation of code for sustainable homes and BREEAM in new developments to include water consumption reduction measures
- Develop proposals to boost the green economy working with the Economic Development Panel and Solent LEP
- Develop Biomass energy utilising wood from Hampshire woodlands
- Development of an ESCo (possibly as part of the LEP) to generate electricity and heat from renewable sources in the sub-region
- Development of monitoring systems to ensure the implementation of Code for Sustainable Homes and its contribution to energy use reduction and renewable energy
- Develop proposals to increase use of food grown within the sub-region
- Promote innovation in sustainability policy and practice within the region
- Investigate the establishment of a Sustainability Observatory within the PUSH area

### Transitional issues

5.3 As new structures develop following establishment of the Solent LEP, it will be important to consider how best to reflect in those structures the centrality of sustainability in everything that is done by PUSH, the Solent LEP and other partners: sustainability is a cross-cutting/underpinning theme that needs to "infect" all the activities of PUSH, the LEP and other partners.



5.4 Consideration will need to be given to:

- 5.4.1 where responsibility should lie for delivery of sustainability and community infrastructure projects (e.g. with local authorities and the LEP);

## *PUSH Business Plan: Sustainability and community infrastructure*

- 5.4.2 how most effectively to engage with and manage the complex network of partner agencies and policies associated with sustainability and community infrastructure;
- 5.4.3 how best to incorporate PUSH's continued important role in developing policy and strategy on these issues into its new streamlined structures, as part of a more integrated PUSH strategy development and coordination and/or infrastructure planning and funding functions ; and
- 5.4.4 how to ensure within a streamlined structure that sustainability is effectively championed as part of the broader economic development agenda.



### **Resources**

- 5.5 The table below summarises the revenue and capital resources allocated to the Sustainability and Community Infrastructure Delivery Panel for 2011-12.

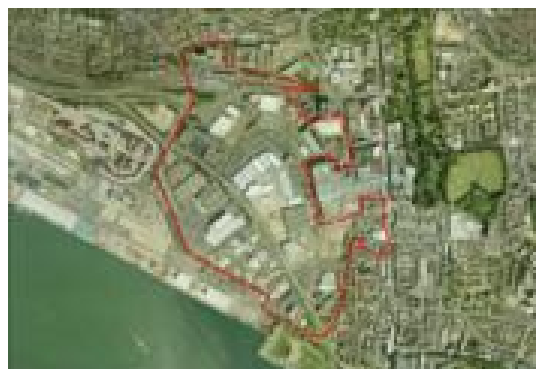
<b>Resource allocations for 2011-12</b>	
<b>Revenue</b>	<b>£000</b>
Ongoing commitments	29
<b>Capital</b>	<b>£000</b>
National cycle network	137
<b>Grand Total</b>	<b>166</b>

## 6 HOUSING AND PLANNING

### Introductions

6.1 The policy environment for housing and planning has changed, and continues to change dramatically. With the localisation of planning policy responsibilities PUSH's role will change with the focus being more on supporting local planning authorities in LDF development, maximising efficiency through joint action where appropriate and coordination of policy development to ensure that LDFs take account of the plans and priorities of neighbouring areas and the shared ambitions of all PUSH members as expressed through the Preferred Growth Scenario.

6.2 PUSH's ongoing role will also need to reflect changes to the way the Homes and Communities Agency will be funding the provision of affordable housing (recognising the role of the new Affordable Rent product) with Register Providers being required to bid for resources by the end of April 2011 for the period 2011-15. The PUSH Local Investment Plan will support this process and will therefore need to be maintained.



### Priority actions

6.3 With this in mind the following priority actions have been identified for 2011-13. Further details are set out in the panel's Transition and Delivery Plan.

#### Priority actions

- Complete implementation of Sub-regional Housing Strategy 2007-11 setting out priorities for addressing housing need across the 10 participating housing authorities.
- Annual survey of the Housing Market to assess impact of economic downturn.
- In view of cuts in funding and changes in housing policy, consider with partners possible options for providing homes and supporting cities first policies.
- Understand and monitor the demand for private rented housing. PUSH would like to learn from, and replicate the experience the HCA Private Rented Sector Initiative in order to meet shortfalls in affordable housing supply for local people.
- Review rent and tenancy differentials between different locations within PUSH and between housing providers
- Prepare a revised spatial strategy for the expanded PUSH area to replace the version in the SE Plan. This should reflect the preferred growth scenario adopted in November 2010. It should take account of: recent planning reforms, the emerging Localism Bill, recent changes to the affordable housing regime and planned incentives for housing delivery.

### Transitional issues

6.4 PUSH will continue its sub-regional role for housing and planning strategy development and careful consideration will need to be given to the role of the LEP and to ensure that PUSH brokers effective dialogue between partners on these issues. It is anticipated that the extent of PUSH's activities on housing and planning, and the opportunities for joint working to realise economies of scale, will continue to justify a specific focus for these issues in PUSH's future structure.



**Resources**

6.5 The table below summarises the revenue and capital resources allocated to the Housing and Planning Delivery Panel for 2011-12.

<b>Resource allocations for 2011-12</b>	
<b>Revenue</b>	<b>£000</b>
Revenue budget allocation	100
<b>Capital</b>	<b>£000</b>
Somerstown Portsmouth	302
Fareham SDA technical studies	30
North Rowner	198
<b>Capital Total</b>	<b>530</b>
<b>Grand Total</b>	<b>630</b>

## 7 QUALITY PLACES

### Introduction

7.1 PUSH continues to attach the highest importance to maintaining and enhancing quality of place in the Solent area.



The Partnership Believes the future competitiveness of the sub region will in part be driven by its ability to attract and retain talent. It therefore wishes to build on existing strengths in terms of cultural sporting tradition and stewardship of the historic and built environment to enhance the areas reputation as a great place to live work and invest.

### Priority actions

7.2 With this in mind the following priority actions have been identified for 2011-13. Further details are set out in the panel's Transition and Delivery Plan.

#### Priority actions

##### Developing Excellence

- To work with the Portsmouth Historic Dockyard to view opportunities for collaboration between stakeholders in Portsmouth Harbour and Develop a Portsmouth Harbour Masterplan

##### Promoting Access and Participation

- To Publish the Hampshire and South Hampshire Cultural Infrastructure report
- To work with partner local authorities to embed cultural and sporting infrastructure considerations with in local planning policy

##### Advocacy

- To explore opportunities to collaborate with neighbouring LEPS and other partners to develop the quality place agenda.

##### Supporting the Creative and Cultural Economy

- To explore the need to establish a business led group which might work with the LEP to promote creative industry development.
- To work with the 4 push universities to promote knowledge exchange, graduate retention, business support and business incubation initiatives which contribute to creative industry development.
- To support projects using workspace to grow creative communities in 3 geographies relating to Portsmouth and SE Hampshire, Southampton and South West Hampshire, Eastleigh and Winchester.
- To support the development of work based learning and the take up of apprentices in the creative sector
- To work with screen south to renew the creative industries evidence base

##### Supporting the Visitor Economy

- To work with the Solent LEP to develop a consensus on how PUSH and the LEP can add value to the visitor economy sector in the Solent area, this work is likely to focus on: Skills Development, Entrepreneurship Business incubation and Business survival, evidence base development.

**Priority actions**

- To implement the 2012 Gateway project in partnership with Tourism South East.

**Creating Quality Places through design of the built environment and stewardship of the historic environment**

- The panel will publish the push design guidance document developed jointly by the design lead officers
- The panel will review proposals for peer review
- The panel will work with English heritage on a programme of work to promote stewardship of the historic environment.

**Transitional issues**

7.3 As new structures develop following establishment of the Solent LEP, it will be important to consider how best to reflect in those structures the centrality of quality of place in everything that is done by PUSH, the Solent LEP and other partners: it is a cross-cutting/underpinning theme that needs to “infuse” all the activities of PUSH, the LEP and other partners..

7.4 Consideration will need to be given to:

7.4.1 where responsibility should lie for delivery of quality places projects (e.g. with local authorities and the LEP);

7.4.2 how most effectively to engage with and manage the complex network of partner agencies and policies associated with quality of place – most likely by the current delivery panel becoming a cross-cutting theme group within the new PUSH delivery structure for 2012 onwards;

7.4.3 ensuring Quality Places is given sufficient weight and is championed in PUSH’s continued important role in developing policy and strategy; and

7.4.4 future resourcing of the cross-cutting theme group building on the significant successes of the Delivery Panel to date in securing resources beyond those provided by PUSH.



**Resources**

7.5 The table below summarises the revenue and capital resources allocated to the Quality Places Delivery Panel for 2011-12.

7.6 A range of other funds are available to support quality places projects within South Hampshire which are held separately by various partners rather than by PUSH. These include|:

7.6.1 £30,000 for the Solent Gateway project;

- 7.6.2 £50 000 Funds for the Learning and Skills Improvement service to develop an Employers and Providers network to support work based training in the South Hampshire area;
- 7.6.3 £50,000 for the future development of the South East Cultural and Creative Opportunities Framework to support evidence base development in relation to spatial planning and creative industry development.

<b>Resource allocations for 2011-12</b>	
<b>Revenue</b>	<b>£000</b>
Ongoing commitments	38
<b>Capital</b>	<b>£000</b>
London Road Waterlooville	343
Portsmouth creative industries phase 2	500
Southampton Cultural Quarter	300
<b>Capital total</b>	<b>1143</b>
<b>Grand Total</b>	<b>1181</b>

## 8 EXTERNAL FUNDING

### Introduction

8.1 With severe tightening of public finances the importance of securing external resources and exploring innovative methods of funding infrastructure can only increase. The external Funding Delivery Panel will build on previous work commissioned on Tax Increment Financing and explore the opportunities presented by a range of national policy developments to ensure the Solent area secures the maximum possible resources to realise its ambitions.

### Priority actions

8.2 With this in mind the following priority actions have been identified for 2011-13. Further details are set out in the panel's Transition and Delivery Plan.

#### Priority actions

- To work with Portsmouth City Council to produce a Business Case for a TIF scheme for Dunsbury Hill Farm, Tipner and the Northern Quarter (and then share learning with PUSH partners).
- To work with the Sustainability and Community Infrastructure Panel to explore the feasibility of introducing a contribution from the Community Infrastructure Levy (CIL) for sub regional infrastructure projects.
- To work with the Economic Development Panel and the Solent LEP to explore the transfer of SEEDA assets and opportunities to take forward a stewardship model with the HCA.
- To explore the opportunities offered by EU funding.

### Transitional issues

8.3 Careful consideration will need to be given to the balance of responsibilities between PUSH and the Solent LEP in particular, for securing external funding and developing innovative mechanisms for infrastructure funding. This theme also underpins much of what will be done by PUSH, the LEP and other partners.

8.4 In particular, there would appear to be merit in developing a closer relationship between work on external funding and work on infrastructure planning, through a streamlined PUSH infrastructure planning and funding function, including joint working with TfSH on transport infrastructure funding.



### Resources

8.5 The table below summarises the revenue and capital resources allocated to the External Funding Delivery Panel for 2011-12.

#### Resource allocations for 2011-12

Revenue	£000
Revenue budget allocation	75

## 9 TRANSPORT

### Introduction

9.1 TfSH is PUSH's sister organisation responsible for development and delivery of sub-regional transport strategy. TfSH is a Joint Committee of the three transport authorities in south Hampshire soon to be joined by the fourth transport authority in the Solent area – the Isle of Wight Council. TfSH is also developing its relationship with the Solent LEP, in which PUSH will continue to play a key brokerage role.



### Priority actions

9.2 The TfSH Joint Committee produces its own business plan and delivery plans within which it has identified the following priority actions for 2011-13.

#### Priority Actions

- Developing the sub-regional transport model.
- Development of a long term implementation plan.
- Developing a large scale bid to the Local Sustainable Transport Fund and other bids where appropriate.
- Supporting the Solent Local Enterprise Partnership
- Developing links with the private sector
- Developing a sub-regional local transport strategy
- Developing transport solutions for major sites in the sub-region.
- Securing better outcomes for the residents of South Hampshire through shared services.
- Meeting commitments within the Memorandum of Understanding, the Rail Communications Protocol and the Bus Partnership Agreement.

### Resources

9.3 The table below summarises the capital resources allocated by PUSH to TfSH for 2011-12.

#### Resource allocations for 2011-12

Capital	£000
Evidence base modelling	500
Tipner	30
<b>Capital Total</b>	<b>530</b>

## 10 RISK MANAGEMENT

10.1 This plan has been developed in a volatile and complex policy and organisational environment and therefore has a number of significant strategic risks associated with it. PUSH and its partners will continue to maintain and comprehensive risk register for its activities and it is not the place of this plan to present that detail here. What follows, therefore, is a high level strategic risk assessment of this plan and its aspirations.

Risk	Consequences	Status	Actions/Response
<b>Further change in Government Policy</b>	Disruption/uncertainty amongst partners, in funding or in sustainability of delivery.	<b>Amber</b>	Continued engagement with Government to influence and be informed of policy thinking to ensure advanced warning and/or change that supports rather than undermines PUSH's objectives.  Work in partnership with the Solent LEP to ensure best possible access to Government and its funding
<b>Change programme already underway distracts from focus on delivery</b>	Inability to realise some objectives or late delivery of some targets.	<b>Green</b>	This business plan has been prepared based on the available resources and in consultation with key partners to minimise this risk
<b>Inability to secure funding from other sources.</b>	Insufficient or late infrastructure, social housing or other facilities to underpin or enable development or insufficient investment in economic development both leading to non-achievement of objectives.	<b>Red</b>	The PUSH programme is a long-term programme and therefore delivery trajectories may need to be adjusted to recognise the profile of availability of resources:  We will work with partners and with a range of funding programmes so as to spread the risk and to develop innovative funding mechanisms as outlined in previous chapters.
<b>Lack of capacity in PUSH team and/or partners.</b>	Inability to realise some objectives or late delivery of some targets.	<b>Amber</b>	Prudent use of its revenue and capital resources.  PUSH will support local authorities and other partners where appropriate and necessary, to facilitate greater coordination and sharing of information to realise efficiencies of scale and/or reduce duplication of effort.

Risk	Consequences	Status	Actions/Response
<p><b>Poor collaboration from partners.</b></p>	<p>Inability to realise some objectives or late delivery of some targets.</p>	<p><b>Amber</b></p>	<p>Mechanisms such as the new PUSH governance structure, the LEP, Employment and Skills and Inward Investment Boards will provide forums in which such difficulties can be resolved.</p> <p>Continue development of formal arrangements (such as memoranda of understanding) with key partner agencies.</p> <p>Cross-membership between PUSH and the Solent LEP Board.</p>
<p><b>Economic indicators, infrastructure or housing programmes get out of alignment.</b></p>	<p>Various including greater levels of in-migration, economic increasing disparities within the sub-region, more congestion, high levels of pressures on public services and over- or under-supply of housing leading to a distorted housing market</p>	<p><b>Amber</b></p>	<p>PUSH will continuously monitor the sub-region's performance across a wide range of indicators and respond appropriately, e.g. by redirecting investment to correct a disparity or through accelerating or decelerating the release of land for development.</p> <p>Work with Solent LEP to maintain the economic evidence base and the strategy it underpins.</p>