



# **Report to the Partnership for Urban South Hampshire Overview and Scrutiny Committee**

Date: **23 May 2011**

Report of: **Anne-Marie Mountifield, PUSH Executive Director**

Subject: **Emerging PUSH Business Plan 2011-13**

## **SUMMARY**

This report summarises the framework for the PUSH Business Plan for 2011-13, pending consideration of a final draft of Business Plan at the first Joint Committee meeting of the municipal year, in June 2011. The framework seeks to establish (in summary) the context for the plan and chart a path for what will be a transitional year for PUSH as the LEP becomes fully established and other Government policies and decisions take shape. At the same time, the new Business Plan will need to ensure continued focus on delivery during this transitional year, establishing priorities for PUSH's work, matched against available resources.

## **RECOMMENDATIONS**

It is recommended that the Overview and Scrutiny Committee:

1. NOTES the framework PUSH Business Plan for 2011-13 (attached at Appendix A) as the basis for the full Business Plan to be considered at the first Joint Committee meeting of the municipal year, in June 2011;
2. NOTES that the roles of the PUSH Programme Board, Executive Coordination Group and Chief Executive's Group should be merged into a single group based on the PUSH Chief Executive's Group with representatives from partner organisations invited to attend as appropriate;
3. NOTES that in future the business representative on the Joint Committee will be nominated by the Solent LEP (once its board is in place);
4. NOTES that the PUSH Executive Director will be developing PUSH's governance structures during 2011-12, in line with the principals and "direction of travel" set out at paragraphs 4 and 5 of this report and chapter 3 of the framework PUSH business plan, leading to the adoption of a new structure before the end of March 2012; and

5. NOTES that the current PUSH Delivery Panels are preparing Transition and Delivery Plans to be considered by Joint Committee alongside the full business plan at the first Joint Committee meeting of the municipal year, in June 2011.

## A TRANSITIONAL YEAR

1. There have been dramatic changes policy environment within which PUSH operates, most notably the Local Growth White Paper, formation of the Solent LEP and changes to the planning system. Taken together with the recent adoption of a new economic development strategy and changes to the membership of PUSH these changes require a radical overhaul of the PUSH Business Plan (2010-12) adopted last year. These developments (summarised in the first two chapters of the draft framework business plan) will also result in significant changes in the focus of PUSH's activities and the way in which undertakes them.
2. Furthermore, the policy environment (nationally and locally) continues to evolve rapidly with further significant announcements expected during the period of this plan, including the outcomes of the Local Government Resources Review, and continued establishment of the Solent LEP.
3. Given this ongoing uncertainty the framework business plan does not seek to define a "destination" for the evolution of PUSH during 2011-12. Instead it proposes a framework within which review and evolution of PUSH's activities and structures can take place leading to full adoption of new governance structures by the end of March 2012.
4. The framework sets out some key principles for that review and evolution. These encompass the principles reported to the Overview and Scrutiny Committee at its March 2011 meeting, namely:
  - a. In line with Government policy and to maximise leverage of resources, delivery of economic development outputs will more naturally fall to the Solent LEP, 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.
  - b. 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.
  - c. Reflecting its future role and the challenging resource environment it faces, PUSH will adopt streamlined and efficient structures for governance and staffing.
  - d. 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.

5. The framework seeks to develop these to establish a “direction of travel” for PUSH’s future activities and structure based on the following:
  - a. PUSH’s political structure (Joint Committee and Scrutiny Committee) will, apart from changes in membership, remain largely unchanged.
  - b. Streamlining of PUSH’s officer/partner structure to a single Coordination Group, based on the current Chief Executive’s Group with other partners/officers invited to attend as appropriate.
  - c. The role of the PUSH Business Panel and the delivery work of the Economic Development Panel, will largely be taken on by the work of the Solent LEP, for which an orderly transition will be essential. This will mean the formal dissolution of the Business Panel with the business representative on the Joint Committee being nominated by the LEP in future.
  - d. Evolution during the year of the current structure of 5 Delivery Panels, towards a new, streamlined and efficient structure, with a smaller number of panels. This is likely to include:
    - i. Integration of key strategy development and coordination functions, underpinned by thematic groups where necessary (and most often on a task-and-finish basis).
    - ii. Integration of infrastructure planning and external funding activities.
  - e. 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).
  - f. 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).
  - g. 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)
6. Finally, chapter 3 of the framework business plan outlines a possible 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.
7. The Overview and SCRUTINY Committee is asked to note:

- (a) The rationalisation of the Programme Board, Executive Coordination Group and Chief Executives Group into a single Coordination Group based on the Chief Executives Group with partners invited to attend as appropriate; and
  - (b) the business representative on the Joint Committee in future being nominated by the Solent LEP (once its board is in place).
8. The Overview and Scrutiny Committee is further asked to note the principles and direction of travel set out above as the basis for a review of PUSH's activities and structure to be by the PUSH Executive Director.

## **CONTINUED DELIVERY**

9. Alongside these necessary transitions, it will be essential that delivery (including the capital programme) is not compromised and that there is a smooth handover of delivery responsibilities to the LEP where appropriate. Furthermore, PUSH may need to retain ongoing capability for residual delivery responsibilities stretching into 2012-13 and or for management of any assets it assumes responsibility for, such as former SEEDA assets.
10. The framework business plan does not, at this stage, seek to establish the priorities (and associated resources) for maintaining delivery during the transition. Instead, it provides a framework for that information to be completed by Delivery Panels and accompanied by Transition and Delivery Plans to be prepared by each Delivery Panel.
11. Therefore each Delivery Panel is preparing a Transition and Delivery Plan for its planned activities for 2011-13, from which can be distilled the key priority actions to be included in the final draft of the PUSH Business Plan.

## **RESOURCING THE TRANSITION**

12. The proposed allocation of resources to panels and projects is set out in a separate report on this agenda.
13. In addition, CLG have recently announced a £5m transition fund for Growth and Housing Market Renewal Areas. The fund is intended to support areas which have previously received direct Government funding for local delivery capacity and expertise and wish to transfer some of that expertise to a new local authority led partnership, or, where this is a key area of focus, an LEP to create a long term sustainably funded operation without support from central government. The maximum award will be around £200k in year 1 for the highest priority areas (which are the 5 most challenge HMR areas) with a lower level award for other areas. For successful bids, funding will be available in year 1, on a reduced basis in year 2 (where required), and partnerships will need to be self funding from year 3 onwards at the latest. While the Solent area is not likely to be a high priority for this limited fund, a bid has been submitted from the Solent area, and it is expected that we will hear in May 2011.

## CONCLUSIONS AND RECOMMENDATIONS

14. Given constantly evolving and uncertain policy environment, a business plan is proposed for PUSH in 2011-13 that can act as both a transition plan for PUSH activities and structure to evolve in the light of the emerging agenda of the Solent LEP and a plan of PUSH activities to ensure continuity of delivery in a transitional year 2011-12, whilst developing and establishing the framework to go through to 2012-13.
15. The transitional Business Plan attached to this report aims to establish key principle and a direction of travel for this transition, to be underpinned by a review of PUSH governance structures. It also provides a framework for priority actions to be populated after each Delivery Panel has prepared its Transition and Delivery Plan for 2011-13.
16. It is therefore recommended that the Overview and Scrutiny Committee:
  - a. NOTE the framework PUSH Business Plan for 2011-13 (attached at Appendix A) as the basis for the full Business Plan to be considered at the first Joint Committee meeting of the municipal year, in June 2011.
  - b. NOTE that the roles of the PUSH Programme Board, Executive Coordination Group and Chief Executive's Group should be merged into a single group based on the PUSH Chief Executive's Group with representatives from partner organisations invited to attend as appropriate.
  - c. NOTE that in future the business representative on the Joint Committee will be nominated by the Solent LEP (once its board is in place).
  - d. NOTE that the PUSH Executive Director will be developing PUSH's governance structures during 2011-12, in line with the principals and "direction of travel" set out at paragraphs 4 and 5 of this report and chapter 3 of the framework PUSH business plan, leading to the adoption of a new structure before the end of March 2012.
  - e. NOTE that the current PUSH Delivery Panels are preparing Transition and Delivery Plans to be considered by Joint Committee alongside the full business plan at the first Joint Committee meeting of the municipal year, in June 2011.

### Appendix A - [PUSH Business Plan 2011-13](#)

**Background Papers:** None

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