



Partnership for Urban South Hampshire

2013/14 Business Plan

Local authorities working together for a better future for South Hampshire

Foreword

The Partnership for Urban South Hampshire (PUSH) was established in 2003 to enable the local authorities to work collaboratively to create a more prosperous, attractive and sustainable South Hampshire, which offers a better quality of life for all. Since then, it has undertaken an impressive array of research, policy formulation, projects including investment to unlock key infrastructure and site development schemes. Much of what PUSH does is seen nationally as a model of good practice and the Partnership is regarded as 'punching above its weight'.

In recent years, the landscape within which PUSH operates has changed dramatically. The Solent Local Enterprise Partnership (LEP) is now well established and is driving initiatives in areas previously tackled by PUSH. On the other hand, the abolition of regional planning heralds an enhanced role for the Partnership in facilitating strategic planning at sub-regional level. Government funding for local growth is now channelled through LEPs which in tandem with ever tighter local authority budgets means that for the foreseeable future, PUSH will have very limited resources.

In response to these changes, PUSH has reviewed its role and governance arrangements. The conclusions of that review provide the foundation for this Business Plan which sets out the revised work focus for the next few years and the projects which will be undertaken during the current financial year 2013/14. This Business Plan is unavoidably short term due to the continuing fluidity of the contextual landscape: further changes to PUSH's role may be necessary consequent on the outcome later this year of negotiations with Government on the City Deal for Portsmouth, Southampton and potentially the wider Solent.

Notwithstanding this fluidity, PUSH remains vital in enabling the South Hampshire authorities to work collaboratively with greater impact and at lower cost than acting individually. The Partnership continues to make a significant impact on the area's economic performance and the well being of its residents. We remain committed to achieving ever more for the benefit of local people and businesses, in collaboration with the Solent LEP, Transport for South Hampshire and Isle of Wight, and other partners. As PUSH celebrates its tenth birthday, we are proud of what it has already achieved and look ahead with confidence to further successes in future years.

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South Hampshire is a complex grouping of settlements – large and small – focused on the two cities of Portsmouth and Southampton. It is home to around one million people. PUSH is a partnership of the unitary authorities of Portsmouth and Southampton; the borough/district councils of Eastleigh, East Hampshire, Fareham, Gosport, Havant, Test Valley and Winchester, and Hampshire County Council. The map above shows the areas of the unitary, borough and district councils which are within the PUSH area.

1. Vision and role of PUSH

- 1.1 PUSH's overarching ambition is to grow the local economy and to improve the quality of life for residents. More specifically, we seek to narrow the gap in economic performance between South Hampshire and the South of England, support the cities of Portsmouth and Southampton to fulfil their potential as engines of economic growth, create jobs and increase productivity, and make the best use of the area's assets to achieve sustainable economic growth. Actions and policies to help achieve these objectives are set out in the 2010 PUSH Economic Development Strategy and in the Partnership's spatial planning document titled 'South Hampshire Strategy'. These two documents can be seen on the PUSH website at www.push.gov.uk
- 1.2 The Government has given Local Enterprise Partnerships (LEPs) the lead on local economic development, although it is recognised that there continues to be a role for local authorities - for example in relation to policy and strategy. Moreover, LEP actions to foster growth need to be complemented by local authorities creating an environment that welcomes and facilitates that growth. PUSH provides a strong and well established vehicle for local authorities and other partners including the Solent LEP to work together towards their shared economic goals.
- 1.3 With ten local authorities covering South Hampshire, the key roles played by Solent LEP and Transport for South Hampshire & Isle of Wight (TfSHIoW), and the responsibilities of other bodies such as the Environment Agency and Natural England, PUSH can continue to play an important role in simplifying the myriad of interfaces, facilitating dialogue, and brokering joint approaches and collaboration. In particular, PUSH provides a strong and well established vehicle for local authorities to work together/collaborate with other partners including the LEP on joint studies, 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; the South Hampshire Strategy; and joint strategies/guidance on green infrastructure, quality of place, developer contributions and skills development.
- 1.4 PUSH provides a single forum for an area with around one million inhabitants. Without undermining local decision making, its Joint Committee provides a forum for democratically elected civic leaders to discuss and agree strategic policy and approach on a wide range of challenging issues that affect the whole area. In doing so, it sets the context and assists confidence for public and private investment across the sub-region.
- 1.5 PUSH enables activities to be more effectively or efficiently undertaken jointly across authorities – because a project/study needs to be undertaken at strategic level, because economies of scale can be achieved, or because greater purchasing power can be deployed. Thus PUSH enables projects to be undertaken and services procured more cheaply compared to authorities acting alone. PUSH also provides a framework through which new projects can be

initiated and run: its ready-made contact networks, governance arrangements, financial accounting, etc avoids the need to create those specifically for each new project. PUSH is therefore part of the solution to the financial difficulties which authorities face.

1.6 For PUSH, the changed landscape and the establishment of the Solent LEP in particular, means an increasing emphasis on strategic activity and a move away from delivery of projects on the ground. Responsibility for the skills agenda and the Employment and Skills Board have transferred to the LEP, as has the lead on inward investment albeit with the function managed by a joint panel with PUSH to reflect that the bulk of the resource for it is provided by the local authorities.

1.7 The following roles are envisaged for PUSH over the coming years (not in any priority order):-

- **Policy development and coordination** - PUSH-wide policy/strategy particularly spatial planning and infrastructure planning, joint research/studies, joint/coordinated policies between authorities and with TfSHIoW and the LEP (thus helping constituent authorities to fulfil the Duty to Cooperate set out in the Localism Act);
- **Facilitating joint delivery** - including aligning funding streams, promulgating best practice, facilitating cooperation to achieve a common approach or economies of scale, and other actions to implement PUSH-wide policy/strategy;
- **Democratic leadership** - facilitating dialogue, brokering joint approaches, and collaboration between the PUSH authorities and other bodies;
- **Supporting, informing and influencing the LEP** – supporting the LEP’s economic growth activities, providing a link between the LEP and PUSH authorities, and on their behalf providing a local democratic perspective to LEP decisions;
- **Simplifying interfaces** by engaging with partners on behalf of the South Hampshire authorities and providing a common voice, a single point of contact, and a coordinated position;
- **Raising South Hampshire’s profile** within Government and other national bodies in partnership with the LEP to secure a better deal for the sub-region in financial and other respects

1.8 Building on these roles, the following broad work agenda is proposed:

- **Development and infrastructure** (including spatial planning, housing and economic development) – policy research, strategy formulation, investment prioritisation, economic development initiatives which supplement the activities and LEP’s lead role on the economy;
- **Energy and environment** – Low Carbon initiative, energy provision, green infrastructure, ensuring links with the Local Nature Partnership etc;
- **Quality places** – initiatives that engender a sense of place, improve the quality of the natural and built environment, help develop cultural and sporting facilities, and foster creative industries and tourism.

1.9 Whilst at first glance this agenda may appear little changed from PUSH’s current one, there are two significant differences. Firstly, work within each topic will need to more tightly focused, and secondly, more activities will need to be resourced

by in-kind contributions from partners or by only a small cash sum from PUSH matched by significant contributions from other partners.

- 1.10 Collaboration between PUSH and other partners will continue to be key to securing greater economic prosperity and improved quality of life. The Solent LEP and Transport for South Hampshire and Isle of Wight (TfSHIoW) are key partners; others include the Environment Agency, the Homes & Communities Agency, English Heritage, and the area's universities. PUSH has a Memorandum of Understanding with the Isle of Wight Council covering inward investment and employment & skills.
- 1.11 The projects and initiatives which PUSH will undertake during 2013/14 in line with the above agenda are set out in the ensuing sections of this Business Plan.
- 1.12 In everything it does, PUSH will ensure subsidiarity; such that matters which are best dealt with at local authority level continue to be performed at that level.
- 1.13 The landscape in which PUSH operates continues to evolve with publication of the Government's response to the Heseltine Review and the prospect of a City Deal for the area. The former heralds greater devolution of decision-making and funding from Whitehall to local areas – predominantly to LEPs but with local authorities having a key role to play. Negotiations on the City Deal were still continuing as this Business Plan was finalised with a view to the Deal being agreed with Government in mid-summer. Both could necessitate further refinements to the above role and work focus for PUSH as part of the preparation of next year's Business Plan.

2. Economic Development

- 2.1 PUSH has in the past facilitated a broad range of economic development activities across South Hampshire. These range from feasibility/preparatory studies to enabling works for key development sites. As explained in section 1 above, the Solent LEP now has the lead role on economic development but with a continuing, but more limited, role in this topic for PUSH and its constituent authorities.
- 2.2 PUSH continues to work jointly with the Solent LEP particularly in areas of inward investment and employment & skills, where much of the Partnership's resources and capacity have helped to get priority initiatives off the ground. Under the auspices of the Employment and Skills Board, for example, the Pre apprenticeship Scheme funded by PUSH aims to help young people gain work experience and skills through apprenticeship training thereby improving their employability status. The Memorandum of Understanding signed in 2011 between the Solent LEP and UKTI identifies PUSH as the delivery agent. To ensure complementarity, PUSH proposes to clarify with the Solent LEP the two organisations' respective spheres of activity etc. (see paragraph 6.7 below).
- 2.3 Over the coming year, PUSH's activities will focus on initiatives that facilitate a more streamlined approach to business support with the aim of working alongside the LEP. PUSH has to date, allocated capital funding to incubator schemes aimed at key sectors, such as the Eastleigh Sorting Office project and more recently the Eastleigh Creative Hub. The Sorting Office, which is now complete, provides quality business workspace and support to graduates and professionals wishing to develop their business ideas ready for the market place. A total of 20 business start-ups have been created to date. The Eastleigh Creative Hub will bring together three facilities to create a regional centre for creative industry professionals in partnership with private sector businesses and higher education to encourage business start-ups, growth and entrepreneurs. (See section 5 for other PUSH projects to foster creative industries.)
- 2.4 A difficulty faced by many small and medium-sized enterprises (SMEs) is the difficulty of obtaining loans from the major banks who are global in outlook and focused on short-term profit maximisation. Community banks are common in other countries and are more geared to lending to SMEs. Such banks are likely to become a feature of the UK following changes in Government regulations governing the establishment of new banks and frustration with the established commercial banks. This Business Plan includes budgetary provision for a potential financial contribution towards investigating the feasibility of establishing a community bank in Hampshire.
- 2.5 Further work to stimulate enterprise is planned to plug emerging gaps in support for start-up businesses. Workstreams to be undertaken include evidence gathering, dedicated service provision for key sectors and exploring how business support might be enhanced.

2.6 Collaborative working will continue on European activities thereby assisting PUSH partners to get the most out of European funding opportunities. For the last two years, this has primarily been through PUSH's membership of 'Southern England Local Partners' (SELP) - a partnership which aims to help its member organisations to get the most out of the UK's membership of the European Union.

2.7 Collaborative working between PUSH and the Solent LEP will be important to ensure economic focussed activities are joined up. Specifically, through the emerging Strategic Growth/Investment Plan to be drawn up by the Solent LEP by 2014/15, PUSH has an important statutory role and can help by aligning its resources, capacity and expertise with that of the LEP and adding value to LEP activities. The LEP's Growth Plan and the roll forward by PUSH of the South Hampshire Strategy (see paragraph 3.8 below) so PUSH will seek to work with the LEP on preparing a common updated economic evidence base for both.

Resource allocations for 2013-14

Revenue project / activity	£000
Employment and Skills	95
Inward Investment	88
South East England Local Partners membership	13
Hampshire Community Bank feasibility	20
Stimulating Enterprise	30
Revenue Total	246
Capital project / activity	£000
Eastleigh Creative Hub	60
Capital Total	60

In addition to the PUSH resources above, there will be officer time from the local authorities and other partners.

3. Spatial planning and housing

- 3.1 Spatial planning and housing help create the right conditions for economic growth and for improving people's well being. Spatial planning by local councils provides sites for employment and housing, and ensures that development is coordinated with infrastructure and community facilities. As well as planning the amount, location and type of new housing, local authorities also have wider responsibilities relating to housing.
- 3.2 A planning strategy for South Hampshire which was drawn up by PUSH in the mid-2000s was incorporated largely unchanged into the South East Plan. In anticipation of that Plan's abolition, PUSH adopted an updated South Hampshire Strategy in 2012. The Strategy means that the PUSH authorities have, for the time being, discharged the statutory 'duty to cooperate' with each other on strategic planning issues and moreover in a very efficient and effective way. The PUSH approach is regarded by Government planning officials as a model of good practice.
- 3.3 PUSH financially assisted several major housing schemes - at Hinkler Parade in Southampton and Somerstown in Portsmouth for example - and commissioned research to help ensure consistent housing policies across all the authorities. That research, which includes a housing market monitoring report prepared annually since 2006, also helped shape the Local Investment Plan (LIP) drawn up jointly by PUSH and the Homes and Communities Agency. The LIP was used by the Agency to inform its investment priorities for the area.
- 3.4 Over the next few years, PUSH's spatial planning activities will focus on implementation of the South Hampshire Strategy and rolling it forward to cover a longer timespan.
- 3.5 Implementation of the Strategy will be effected mainly through the adoption of Local Plans by individual authorities. PUSH will give support to those emerging plans by making representations on draft plans, and if necessary submitting evidence to local plan public examinations.
- 3.6 A key implementation issue is to avoid the South Hampshire Strategy's housing proposals having an impact on internationally-important bird areas on the Solent coastline. So PUSH in association with Natural England and other parties has funded independent research into those potential impacts which has resulted in the production of a strategy to mitigate them. The mitigation measures include enhanced visitor management at the coast - e.g. through additional wardens. The next step is to prepare a delivery plan for the implementation of that mitigation strategy. PUSH will fund the preparation of the delivery plan (in tandem with other Solent authorities who are not PUSH members), which will also propose how the mitigation measures should be funded.
- 3.7 Some Government Ministers and businesses claim that there are undue delays in the planning system. Much of this criticism is misplaced or overstated. To

reassure investors in South Hampshire, PUSH will, in conjunction with the Solent LEP, draw up a charter in which the local planning authorities will commit to a business-friendly approach in their planning processes and decision-making.

3.8 Preparatory work will commence during 2013/14 on the roll forward of the South Hampshire Strategy. A Strategic Housing Market Assessment is already underway to quantify future housing requirements, while updated forecasts will be commissioned (in tandem with the Solent LEP) of future job growth and requirements for new employment space.

3.9 The Strategic Housing Market Assessment (SHMA) will cover much of the scope of the past annual housing market monitoring reports, so it is not intended to commission the latter this year. No other PUSH projects are proposed in 2013/14 specifically in relation to housing; the SHMA may identify issues which need to be followed up with PUSH housing projects in 2014/15 and beyond.

3.10 The PUSH authorities' staff will undertake much of the work above, which PUSH will supplement with a dedicated part-time planning resource. That person will also act as planning advisor to the Solent LEP, thus ensuring a joined-up approach.

Resource allocations for 2013-14

Revenue project / activity	£000
Support to Local Plan preparation	-
Delivery plan for the Solent Disturbance Mitigation Strategy	20
Business-friendly planning charter	-
Strategic Housing Market Assessment	70
Updated economic forecasts	50*
Dedicated part-time planning resource	20*
Revenue Total	160

* Excludes funding from the Solent LEP.

In addition to the PUSH resources above, there will be officer time from the local authorities and other partners.

4. Sustainability and community infrastructure

- 4.1 Sustainability and quality of life are at the heart of the PUSH vision. PUSH's sustainability initiatives focus on making South Hampshire more environmentally sustainable and more resilient to the effects of climate change, on facilitating new and enhanced green infrastructure, and on securing the highest environmental standards in new developments. These complement the economic growth agenda and individual authorities' actions to conserve the area's unique natural and man-made heritage. Shared working between PUSH and partner agencies - including the Environment Agency, Forestry Commission, Natural England, water and energy companies - are critical to delivering these ambitions.
- 4.2 PUSH has a track record of success in this sphere. In the 2000s, the Partnership undertook ground-breaking work on a sustainability policy framework, a strategic flood risk assessment, and an integrated water management strategy. More recently, a Green Infrastructure Strategy and associated Implementation Framework have been prepared which identify thirteen green infrastructure projects of sub regional significance. Following PUSH funding for a key link, there is now a continuous cycle route from the centre of Southampton through to Netley and Hamble-le-Rice.
- 4.3 An initiative to establish a 'Green Deal' scheme in the Solent area secured a £450,000 grant from Government and is on target to be launched in June 2013. The scheme will provide finance for improvements to the energy efficiency of domestic and non-domestic properties in anticipation of providing savings for the bill payer (and future bill payers). The scheme has the potential to deliver wider economic benefits including the creation of local jobs for local people as well as work for local businesses and supply chains. PUSH will provide funding for a range of marketing, promotional and training and development activities.
- 4.4 PUSH is working with the Solent LEP, Hampshire Chamber of Commerce, local universities and other key agencies on moving towards a low carbon economy. Under the brand 'Future Solent', an initial programme of work has now been drawn up and a PUSH budget allocation of £47,000 will provide capacity to begin delivering the programme. In addition, PUSH is earmarking £30,000 to prepare an energy strategy for South Hampshire. The draft strategy is planned to be ready by December 2013 and will be led by PUSH in partnership with local universities and the energy company SSE. A key objective of both these initiatives is to increase the number of green businesses and people employed locally within this sector.
- 4.5 During 2013/14, PUSH will scope and plan the delivery of the thirteen projects which were identified in the PUSH Green Infrastructure Strategy Implementation Framework as being of sub regional significance. Financial support is to be given now to a specific capital project – improvements to access, signage and interpretation on Hayling Island.

4.6 PUSH will continue to provide support to the development of the Hampshire-wide Local Nature Partnership, to Southern Water's implementation of universal water metering, and to ensuring that flood and coastal risk management/infrastructure is provided to an appropriate standard.

4.7 A key priority for PUSH is ensuring that South Hampshire communities, whether in existing or new developments, are well served in terms of community infrastructure, including education facilities, healthcare, green infrastructure, cultural, sport or other community facilities. The South Hampshire Strategy pledged that PUSH would prepare, in conjunction with the infrastructure providers, an infrastructure plan which would identify, cost and prioritise the infrastructure projects needed. However, the yet-to-be-determined scope of the City Deal and the Local Growth Plan which the Government wants every LEP to prepare, could have implications for this PUSH project. PUSH will decide later in 2013 on whether/how to proceed with its proposed infrastructure plan.

Resource allocations for 2013-14

Revenue project / activity	£000
Solent Green Deal scheme	20
Green Infrastructure Implementation Plan implementation	3
'Future Solent' low carbon economy	47
Energy Strategy	30
Revenue Total	100
Capital project / activity	£000
Hayling Island access trails	60
Capital Total	60

In addition to the PUSH resources above, there will be officer time from the local authorities and other partners.

5. Quality places

- 5.1 The competitiveness of South Hampshire will be significantly driven by the area's ability to attract and retain skilled and creative people, which in part depends on the quality of life it offers. PUSH therefore attaches importance to maintaining and enhancing quality of place, thus furthering South Hampshire's reputation as a great place to live, work and invest.
- 5.2 The Partnership has had notable successes. Through partnership work with English Heritage, £620,000 has been secured or is allocated towards the three-year Portsmouth Harbour Historic Buildings Project which will help secure long term uses for buildings of historic value. A toolkit developed by PUSH and key partners to engage young people in the debate about spatial planning won first place in the Public Sector category of the 2013 National Urban Design Awards. The 'Hampshire and South Hampshire Culture Infrastructure Study' led by PUSH pioneered a structured approach to assessing cultural infrastructure needs and is being used by the Town and Country Planning Association as the basis for a national good practice guide. In partnership with South Hampshire's universities, PUSH has launched 'Creative Network South' which brings partners together to support the development of the creative economy. The Network is coordinating a range of business incubation, skills development and business support projects which focus on promoting employment, employability and entrepreneurship.
- 5.3 PUSH has championed high quality design in the built environment, notably through the preparation of design charter (now adopted by all PUSH authorities), the publication of model supplementary planning guidance, and securing funding for the bi-annual Solent Design awards. In 2012 the awards were attended by more than 80 developers and built environment decision-makers.
- 5.4 By investing small amounts of funding in selected projects, PUSH has been highly successful in leveraging much larger sums from other organisations. Over £1 million of revenue funding and £30million of capital funding was secured in this way during the past 4 years.
- 5.5 Going forward, priority areas will continue to focus on developing excellence, cultural infrastructure planning, supporting the creative, cultural and visitor economy and the creation of quality of place through high quality design. The Portsmouth Harbour Historic Buildings Project has the potential to unlock further capital funding from English Heritage. In addition to the PUSH funding allocated to the Creative Network South initiative, £70,000 has already been secured for a range of initiatives including an apprenticeship project with Artswork, a pre-apprenticeship programme in partnership with Strong Ideas, a network of workspace provisions with ASPACE, a digital businesses network in partnership with Portsmouth university and a network of the universities in the PUSH area to build capacity to support graduate retention. A PUSH budget allocation will fund preparatory work on the 2014 Solent Design Award and help leverage other funding for it.

5.6 Further assessment is being undertaken of potential initiatives to develop the tourism and the visitor economy in South Hampshire, which may lead to a funding request later in the year (see paragraph 7.5).

5.7 There are a number of PUSH-funded capital schemes - listed below - which will provide workspaces for creative industry graduates and professionals within an environment that will nurture business ideas and provide further business development, advice and support. By far the largest is the £23.6 million Portsmouth Creative Industries project which is being part-funded by PUSH and will be fully complete in summer 2014. It will provide space for a new Portsmouth University creative campus, as well as the development in association with the New Theatre Royal of an innovative creation space to support talent development and entrepreneurship in the performing arts sector.

Resource allocations for 2013-14

Revenue project / activity	£000
Portsmouth Harbour Historic Buildings project	7
Preparation for the 2014 Solent Design Award	5
Development of Creative Network South	13
Dedicated officer support for delivering the projects	5
Revenue Total	30
Capital project / activity	£000
Portsmouth Creative Industries	500
Progression Studios - ASPACE	50
Creative Apprenticeships Programme - Artswork	16
Portsmouth ARTches	40
Cell Block Enterprise	49
Gosport town centre public realm enhancements	85
Southampton station quarter north side public realm enhancements	86
Capital total	826

6. Core costs

- 6.1 The complementary roles of local authorities and LEPs have been set out by Government¹, but there is a need to articulate those in more detail and in a South Hampshire context. So PUSH proposes to prepare in conjunction with the Solent LEP, some form of protocol which sets out the two organisations' respective spheres of activity, representation on each other's sub-groups, PUSH's role as a communications conduit between the LEP and local authorities, etc. Once agreed, this protocol could usefully be published to enable other parties to understand the two bodies' respective functions and inter-relationships. PUSH has committed to contributing £125,000 towards the Solent LEP's core funding.
- 6.2 During 2012/13, PUSH committed £25,000 towards work to explore funding solutions which would enable the development of key sites which are part of the proposed City Deal. That financial analysis is due to be completed by mid-2013. A second phase of work may be needed which may result in a request for additional funding later in the year (see paragraph 7.5).
- 6.3 Transport for South Hampshire and Isle of Wight (TfSHIoW) intends to commission research into potential funding sources for the transport schemes which could have wider applicability in respect of other infrastructure in which PUSH has an interest. TfSHIoW also intends to engage the freight sector in the production of an updated freight strategy which will also cover issues relating to spatial planning, and air quality for which PUSH authorities have responsibility. PUSH therefore intends to make a financial contribution of up to £10,000 to both projects combined.
- 6.4 Effective partnership working requires good communications. A priority for PUSH during 2013/14 is to improve communications between partners and with the wider world. Initiatives to that end will include a regular e-bulletin to Members and officers within the PUSH authorities and key partners, increased numbers of press releases, an upgrading of the PUSH website, and an annual report. The latter will showcase the Partnership's achievements over the previous twelve months and demonstrate that partners' financial contributions represent excellent 'value for money'. To reflect this priority, this Business Plan makes a small budgetary provision for new communications initiatives.
- 6.5 The PUSH core team has reduced substantially in size compared to former years when the Partnership had multi-million pound revenue and capital Growth Point funding from central Government. A review of the team is underway which will lead to decisions this autumn by the PUSH Joint Committee on the team's appropriate future size. In the interim, budgetary provision is being made for a continuation of the current staffing level and for other central costs such as financial auditing. The salary and other costs of the Programme Manager who manages the capital programme are funded from the capital budget.

¹ Government's Response to the Heseltine Review, paragraphs 2.12-2.14
http://www.hm-treasury.gov.uk/ukecon_heseltinereview_index.htm

Resource allocations for 2013-14

Revenue project / activity	£000
PUSH-LEP protocol	-
Solent LEP core funding	125
Financial analysis to support the City Deal	25
Transport-related research	10
Communications	10
PUSH core team and other central costs	150
Revenue Total	320
Capital project / activity	£000
Programme Manager	54
Capital Total	54

In addition to the PUSH resources above, there will be officer time from the local authorities and other partners.

7. Governance

7.1 PUSH's governance structure comprises the Joint Committee and its associated Overview and Scrutiny Committee. The former was formally constituted in 2007 under the Local Government Acts 1972 and 2000, and is able to exercise functions delegated to it by the authorities². The Joint Committee, which meets approximately five or six times per year, comprises the Leaders of all the PUSH authorities plus co-opted representatives of the Solent LEP, the Environment Agency, and the Homes & Communities Agency.

7.2 The function of the Overview and Scrutiny Committee is to scrutinise and, if desired, to call-in Joint Committee decisions, and to scrutinise in particular the PUSH Business Plan and its delivery. Each authority is able to nominate a Member of their choice to serve on the PUSH Overview and Scrutiny Committee. The Committee has two scheduled meetings each year.

7.3 The Partnership operates around the key principle of 'subsidiarity'. PUSH is a strategic partnership and deals with genuinely strategic/sub-regional matters, where it can add value to the efforts of the individual partners. PUSH does not get involved in direct service delivery or the statutory service roles of the partner authorities or indeed those of the wider partners. PUSH's key role is in co-ordination and oversight of policy development and delivery at a strategic level.

7.4 The review by PUSH of its governance confirmed that these arrangements remain appropriate for the future. Beneath the Joint Committee, there are currently five topic-based Delivery Panels; the review is now considering whether any changes are needed to these panels.

7.5 The Chief Executives of the PUSH authorities meet as a group to oversee Partnership work, under the overall direction of the Joint Committee. The PUSH core team supports the Joint Committee in setting overall direction, and supports the Chief Executives in coordination, budgetary management, and communications.

7.6 Driving forward the project work is the remit of the PUSH 'theme lead' officers. They are generally PUSH authority officers performing the role as an add-on to the 'day job' with their own authority and thus at no resource cost to PUSH. In addition, a dedicated PUSH part-time officer resource is needed for some PUSH topics - either to drive forward a specific project or for across-the-board support on a topic. The latter is in recognition that the theme lead officers are facing increasing work pressures in their day jobs.

² These functions are listed in the Joint Agreement which can be seen at: http://www.push.gov.uk/push_agreement.pdf

8. Resources

8.1 The Partnership's sole source of ongoing income is contributions from its constituent local authorities. No change can be expected in this situation in the foreseeable future. However, there is unspent capital and revenue funding which has been carried forward from past years when substantial Government funding for local growth was channelled through PUSH. It is intended to allocate all this outstanding capital funding to projects during 2013/14 and to allocate around three-quarters of the carried-forward revenue funds.

8.2 The 2013/14 capital and revenue resources are set out in the two tables below.

PUSH capital resources 2013/14	£000
Funds carried forward from 2012/13	1,001
Total	1,001

PUSH revenue resources 2013/14	£000
Income from local authorities	201
Funds carried forward from 2012/13	936
Interest on balances	5
Total	1,142

8.3 The 2013/14 allocation of those resources to projects/initiatives is set out in the two tables below.

Capital allocation to projects	£000
Economic development	60
Sustainability and community infrastructure	60
Quality places	826
Programme Manager	54
Unallocated balance	1
Total	1,001

Revenue allocation to projects/initiatives	£000
Economic development	246
Spatial planning and housing	160
Sustainability and community infrastructure	100
Quality places	30
Core costs	320
Contingency reserve	50
Unallocated balance	236
Total	1,142

8.4 The above are budgetary provision figures and are not estimates of money which will actually be spent. Better estimates will emerge as the projects are developed in more detail and thus the actual spending may turn out to be lower than these budgetary provision figures.

8.5 The projects listed in the preceding sections which are reflected in the allocation figures above represent the anticipated PUSH activity during 2013/14.

Exceptionally, it is possible that a one or two additional projects could emerge during the years which require PUSH funding: such proposals will be considered by the PUSH Joint Committee as they arise. Any budgetary provision made by the Committee will be funded from the unallocated balance above.

8.6 In addition to financial contributions, many PUSH authorities and other partners make officer time available for Partnership activities: these in-kind contributions include administrative support to PUSH's two committees, legal advice, some financial services, and officers undertaking the 'theme lead' roles. These contributions are highly valued and greatly appreciated: without them, the Partnership could not function.

9. Risk assessment

9.1 This section sets out a high level strategic risk assessment of this Business Plan to mitigate against any such risks that could potentially hinder the Plan's aspirations. The table sets out the key risks and their consequences, together with the actions which PUSH will take to avert/minimise the likelihood and impact of each risk. The status column reflects the likelihood and severity of the risk, with red being the greatest likelihood/severity and green the least.

Risk	Consequences	Status	Actions/ Responses
Further changes in Government Policy	Disruption / uncertainty amongst partners	Amber	PUSH continues to maintain engagement with key Government Departments on a number of policy fronts, predominantly in areas related to housing and planning and more recently the City Deal agenda.
Planned programme of works delayed or not delivered	Inability to realise PUSH's short to medium term ambitions or late delivery of some targets	Green	This business plan mitigates against this risk as it has been prepared based on available resources, capacity and deliverability in consultation with key partners.
Partners disengage from PUSH due to lack of clarity on differences in roles/responsibilities between PUSH and the Solent LEP.	This would impact the aspirations outlined within this Plan and any potential future collaborative work.	Amber	PUSH recently celebrated its 10 th anniversary acknowledging its achievements would not have come to fruition without the concerted efforts of all its partners. The outcome of the recent PUSH Governance Review conducted in consultation with key partners identifies a more streamlined PUSH going forward and more importantly, the

			need to maintain a strong relationship and pool resources with key partners including the Solent LEP. Dialogue continues with the aim of establishing an MOU with the LEP which would safeguard against this potential risk.
Inability to secure funding from other sources to match PUSH's contribution to projects	Delay in the delivery of PUSH's long term ambitions	Amber / Red	PUSH recognises the fundamental change in the funding landscape and the consequent channelling of Government and European funding to LEPs. We aim to work collaboratively with our private sector colleagues to ensure that PUSH maximises its finite resources thereby seeking where possible to explore joint commissioning, and to align efforts.

(Back cover)



If you have any queries or need further information on any part of this document, please contact the PUSH office:

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