



Partnership for Urban South Hampshire

2014/16 Business Plan



Local authorities working together for a better future for South Hampshire and the Isle of Wight

Foreword

The Partnership for Urban South Hampshire (PUSH) continues to perform an important strategic and facilitation role towards the delivery of sustainable economic growth in the Solent area. With a strong track record of partnership working and over 10 years in policy formation and the delivery of regeneration, housing, spatial planning and public realm activities; the Partnership's £20m investment secured through the New Growth Point Programme in 2008 have to date helped to unlock key infrastructure and housing sites across the Solent.

The Solent LEP is now well established as a private sector led body tasked with stimulating and driving forward growth in the Solent area in collaboration with key partners including PUSH. Through the Solent LEP, the area has to date secured over £30m worth of business support packages, £953m through the Southampton-Portsmouth City Deal signed off in November 2013 and £78m through the European Union Structural Investment and Investment Fund Strategy. The areas growth plan entitled: 'Transforming Solent: Solent Strategic Economic Plan 2014-2020' is a £2.8bn plan for growth. Alongside new freedoms and flexibilities it brings together all of the funding packages mentioned above to include a £1.85bn proposal to Government, of which £102m is match funding secured from local public funds and £1.43bn private sector leverage. In the event that Government supports the funding ask of £305m, a total of £103m will be sought in 2015/16. Taking a transformational approach, the plan positions the Solent economy to compete on an international stage and contains clear objectives aimed at promoting the Solent as the UK's leading growth hub for advanced manufacturing, marine and aerospace. These include unlocking critical employment sites to enable Solent businesses to expand, enable new housing to support a growing economy, and ensuring that local people have the right skills to access employment and support our growing sectors.

In response to the changes in the economic and funding landscape, PUSH recognises the need to work differently to support the LEP in delivering the growth ambitions outlined in the area's Investment Strategy. PUSH's geographic boundary is now identical to that of the Solent LEP. Working in collaboration with the LEP, including the alignment and pooling of local resources, capacity and expertise, is critical if the area is to succeed in maximising the impact of local assets. PUSH has reviewed its business priorities and governance arrangements to ensure that its working arrangements and those of the LEP are complementary.

The conclusions of the governance review, endorsed by the PUSH Joint Committee in January 2014, 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 2014/15. This Business Plan is unavoidably short term due to the continuing fluidity of the contextual and funding landscape; further changes to the role of PUSH will be necessary given the anticipated level of investment due to be secured in this area through the Local Growth Deal. The role of local authorities will be vital in delivering the flagship projects outlined in the Solent SEP. PUSH therefore remains committed to working jointly with the Solent LEP, Solent Transport and other partners.

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1. Map of South Hampshire and the Isle of Wight



The map above shows the areas of the local councils within the PUSH area which is identical to the geographical coverage of the Solent LEP.

South Hampshire and the Isle of Wight is home to 1.3 million people. PUSH is a partnership of the unitary authorities of Portsmouth, the Isle of Wight and Southampton; the borough/district councils of Eastleigh, East Hampshire, Fareham, Gosport, Havant, New Forest, Test Valley and Winchester, and Hampshire County Council.

PUSH authorities recognise the benefits of working together to support sustainable economic growth and to facilitate the strategic planning functions necessary to support that growth for the Solent area.

For further information about PUSH, please visit the PUSH website at www.push.gov.uk

2. Vision and role of PUSH

- 1.1 PUSH's overarching ambition is to work with partners 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. This ambition is supported by the Solent LEP as outlined in the area's Local Growth Plan entitled: '*Transforming Solent: Solent Strategic Economic Plan 2014-2020*' (<http://www.push.gov.uk/priorities/policy-and-strategy.htm> or via the Solent LEP website at www.solentlep.gov.uk/downloads). Accompanying the Solent SEP is a new plan to create a climate for sustainable growth in the marine and maritime industry in the Solent. Published by the Department for Business, Innovation and Skills in April 2014, the plan identifies marine and maritime as the largest sector in the Solent region and establishes the route to reinvigorate its global reputation for marine and maritime excellence through integrated leadership and planning, new technologies and promoting that 'brand'. A copy of the full report is available through the Solent LEP website.
- 1.2 PUSH is committed to supporting the LEP in delivering the ambitions detailed in the *European Structural and Investment Fund Strategy 2014-2020*, the Solent Strategic Economic Plan (SEP) and accompanying *Transforming Solent: Marine and Maritime Supplement (2014-2020)*. PUSH will consider these plans through the emerging PUSH Spatial Strategy review which will roll forward the current South Hampshire Strategy to 2036. A key objective of the Solent SEP is to unlock critical employment sites and housing to support a growing workforce and therefore PUSH's role in developing a Spatial Strategy for the sub-region is vital to ensuring that the area deliver on its growth target and plan for housing in a concerted manner. Amongst the six strategic priorities set out in the local Investment Plan is planning for growth, focusing on '*Infrastructure priorities including land assets, transport and housing, reducing flood risk and improving access to superfast broadband*'. PUSH will therefore continue to work with partner agencies including the Homes and Communities Agency, Environment Agency, Natural England and Solent Transport through its governance structures, including those joint working arrangements established with the Solent LEP. Supporting enterprise, establishing a single inward investment model, investing in skills to enable sustainable growth and supporting strategic sectors and innovation are amongst the strategic priorities set out in the plan against which PUSH aims to work with the Solent LEP to facilitate delivery.
- 1.3 The opportunities presented by the Portsmouth – Southampton City Deal will undoubtedly bring significant economic benefits to the two cities and the wider PUSH area. Signed off by Government in November 2013, the City Deal offers the two cities a unique opportunity to help put business at the heart of economic

growth, supporting this globally competitive area to realise its full potential. The City Deal programme will unlock £953m of investment into the two cities creating more than 17,000 jobs, including 7,500 new apprenticeships. In addition, the Deal will also release for development two high-profile sites, Southampton (Watermark West Quay) and Portsmouth (Tipner and Horsea), which were difficult to bring forward due to obstacles such as multiple land ownership. The Solent SEP acknowledges the delivery of the City Deal as a priority as it will contribute to substantial improvements in the co-ordination of private and public investment, skills, business support, regeneration, transport, housing and inward investment. PUSH has to date made a total financial contribution of £70K in support of the required evidence base studies and surveys and will maintain its support towards the delivery of the City Deal Programme.

1.4 With twelve local authorities covering South Hampshire and the Isle of Wight, 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 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 previous PUSH Economic Development Strategy; the South Hampshire Strategy; and joint strategies/guidance on green infrastructure, quality of place, developer contributions and skills development.

1.5 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.

1.6 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.

1.7 Over the next two financial years, PUSH will focus on the following objectives:

- **Policy development and coordination** - PUSH-wide policy/strategy particularly spatial planning and infrastructure, joint research/studies, joint/coordinated policies between the local authorities, Solent Transport and the Solent LEP (this will meet the Duty to Cooperate set out in the Localism Act);

- **Facilitating joint delivery in collaboration with the Solent LEP** – through joint working arrangements on matters related to inward investment, infrastructure, employment and skills thereby maximising local resources and expertise. PUSH is committed to disseminating 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 Solent LEP’s economic growth activities, providing a link between the LEP and PUSH authorities, and providing a local democratic perspective to LEP decisions;
- **Simplifying interfaces** by engaging with partners on behalf of the South Hampshire & Isle of Wight 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.

1.8 Building on these objectives and the outcome of the PUSH governance review endorsed in January 2014, the following business priorities have been identified:

- **Planning and Infrastructure** (including spatial planning, housing and infrastructure) – policy research, strategy formulation and future investment prioritisation to be determined in collaboration with the LEP and other PUSH partners.
- **Energy & the Green Economy** – Low Carbon initiative, energy provision, ensuring links with the Local Nature Partnership etc;
- **Culture, Creative Industries & the Built Environment** – 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.
- **European Collaboration Group** – Although this group is not a formal PUSH Delivery Panel, PUSH will link with this group to seek good practice, advice and information on European matters.

1.9 In recognition of the much reduced PUSH budget, work within each topic will be tightly focused, and in some cases resourced by in-kind contributions from partners or by small cash sums from PUSH matched by significant contributions from other partners.

1.10 This Business Plan covers the period 2014/15 to 2015/16 and the projects and initiatives to be undertaken during 2014/15 in line with PUSH’s Business priorities are set out in the ensuing sections of this Business Plan.

1.11 In everything it does, PUSH will ensure subsidiarity; such matters which are best dealt with at local authority level will continue to be performed at that level.

2. Planning and Infrastructure

- 2.1 Spatial planning and housing help to create the right conditions for economic growth and for improving people's wellbeing. 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.
- 2.2 A planning strategy for South Hampshire was drawn up by PUSH in the mid-2000s. This 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 provides a strategic framework for local plan preparation and other decision-making by PUSH authorities and their partners up to 2026. It aims to provide for required growth in employment floorspace and housebuilding across South Hampshire as a whole. In combination, the document's policies and proposals are helping to maximise economic growth, supporting regeneration in Portsmouth, Southampton and other urban areas, as well as helping to ensure an adequate supply of affordable homes and good quality jobs. This Strategy is the mechanism by which the PUSH authorities have discharged the statutory duty to cooperate on cross boundary planning issues.
- 2.3 A review of the Spatial Strategy is now required because the 2012 version has a planning horizon of 2026 and a number of PUSH authorities are already preparing Local Plans which extend beyond that date. In addition, the new spatial strategy needs to take account of the latest evidence on our economic prospects, updated evidence of housing need and the Strategic Economic Plan (SEP) of the Solent LEP. The strategy also needs to incorporate the recently expanded PUSH area, including the Isle of Wight.
- 2.4 The SEP (and the companion Marine and Maritime Supplement) recognise the need to provide suitable employment sites for the Solent's growing marine, maritime and advanced manufacturing sectors, as well as meeting the growing housing demands of the area. The new Spatial Strategy will address these requirements, identifying strategic locations both for major new housing developments and for new economic assets including infrastructure and facilities for port enhancement, port-centric logistics, strategic waterfront employment sites and appropriate locations for major facilities such as the proposed Solent Large Structures Composites Centre satellite.
- 2.5 Preparatory work was undertaken in 2013/14 on the review of the Spatial Strategy. A Strategic Housing Market Assessment (SHMA) was completed to quantify future housing requirements and this was published in December 2013. In addition, a timetable and programme were prepared for the Spatial Strategy Review and a brief prepared for consultants. This was put out to tender on March 2014 and the contract awarded in early May 2014. The new PUSH Spatial Strategy will have a planning horizon of 2036. It will be similar in scope to the current strategy, but will reflect the revised forecasts and preferred growth scenario within the LEP's Solent Strategic Economic Plan, as well as the latest Strategic Housing Market Assessments for South Hampshire and the Isle of Wight and a wide range of new evidence.

- 2.6 A two-phase programme of work is proposed on the Spatial Strategy review, commencing in May 2014. The initial phase of consultancy work (preparing the evidence base and options appraisal) will run to April 2015. Following consideration by the PUSH Joint Committee of the completed options appraisal, there will then be a period of wider consultation. The second phase (Autumn 2015) will then take the preferred development option and incorporate it into a new draft Spatial Strategy for the PUSH area. PUSH will then take this draft Spatial Strategy out to consultation and ultimately adopt the finalised plan.
- 2.7 A key implementation issue is to ensure that the Strategy's housing proposals do not impact on internationally-important areas for wildlife on the Solent coastline. PUSH, in partnership with Natural England and others, 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. In response, PUSH has funded and initiated the preparation of the delivery plan, in tandem with other Solent authorities who are not PUSH members. In addition, PUSH is currently funding the appointment of a post to progress the interim arrangements including the development of a long term strategy.
- 2.8 During 2014/15, PUSH will also 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. In addition, a review of the Strategic Flood Risk Assessment (SFRA) will also be undertaken to identify areas at risk of flooding within the PUSH area.
- 2.9 The proposed resource allocations for the PUSH Planning and Infrastructure Panel are summarised below:

Resource allocations for 2014-15

Revenue project / activity	£000
Spatial Planning Review	150
Part-time Planning Officer	50
Delivery of Solent Disturbance Mitigation Strategy	20
Strategic Flood Risk Assessment	20
Revenue Total	240

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

3. Energy and the Green Economy

3.1 Sustainability and quality of life are at the heart of the PUSH vision. Ensuring sustainable growth is a central theme of the Solent LEP's growth strategy for the sub-region. Important aspects of ensuring sustainable growth are the issue of energy and the opportunities presented by growth in the green economy.

3.2 In terms of energy, the UK imports 27% of its energy. This is set to rise to more than 50% by 2020. Within the Solent, 96% of energy comes from outside the sub-region. This represents money flowing out of the Solent economy, households and businesses. In addition, it represents a potential energy security threat to the sub-regional economy, particularly with increased reliance on energy from unstable parts of the world. Energy efficiency - or lack of it - is also a factor in the competitiveness of the sub-region's businesses and the increasing rates of fuel poverty experienced by residents of South Hampshire.

3.3 At the same time, there are potential energy opportunities for South Hampshire to exploit which could have a significant economic impact in terms of growth, jobs and energy security. Potential exists for large scale schemes such as offshore wind (Isle of Wight and Dorset) and tidal power (Solent) that utilise marine engineering skills which are a sub-regional strength, as well as smaller energy schemes on-shore such as energy from waste and household / micro generation. A key priority in the Strategic Economic Plan is for the area *'to become the national leader and internationally recognised for its Low Carbon Economy with specific support for:*

- New Low Carbon and the Green Economy. The green economy represents a source of potential sustainable growth for South Hampshire – capitalising on the world class research in the sub region into green technologies and turning these into business opportunities, growth and jobs.
- Resource Efficiency in Homes and Businesses through ERDF funding to support a Low Carbon Construction Hub to act as a centre of excellence for developing low carbon construction, waste energy reduction and renewal energy production techniques across the Solent.
- Developing large-scale renewal energy such as tidal and offshore wind, together with small scale homes and businesses and renewable and district energy schemes incorporated into new development where practical.

3.4 This Panel aims to work with local businesses through the Solent LEP together with other key partners across the Solent area to deliver on the ambitions described above.

3.5 Panel Aims

- **To support and promote the development of the Green Economy and in particular, new Low Carbon & Green Technology**, capitalising on the world-class research in the sub-region into green technologies and turning these in to business opportunities, growth and jobs as well as supporting strong manufacturing.
- **To promote Resource Efficiency in homes and businesses** ensuring our homes and businesses minimise waste including waste of energy, to support household disposable income and business competitiveness.

- **To support the generation of Secure, Renewable & Low Carbon Energy in the Solent** ensuring economic benefits, energy security and decarbonisation.

3.6 Achievements to date include:

- Green Infrastructure Delivery Framework to support protection and enhancement of GI in South Hampshire
- Review of the PUSH Sustainability Policy and incorporation into the PUSH Spatial Strategy
- With the Hampshire Chamber of Commerce, developed the “Future Solent” partnership and initiative to support the development of the Green Economy
- Secured £3 million of Regional Growth Fund for the £11 million Future Solent Green Growth Programme to support business growth and new jobs
- Established Solent Green Deal to support residents in improving energy efficiency and secured £0.5 million of DECC Pioneer Places funding and £3.4 million of DECC Communities fund to support the development of the scheme and assist residents.

3.7 The proposed resource allocations for the Energy and Green Economy Delivery Panel are summarised below:

Resource allocations for 2014-15	
Revenue project / activity	£000
New Intern Position (to support the Solent Green Economy Programme)	20
Energy Strategy	12
Solent Green Deal scheme	16
Revenue Total	48
Capital project / activity	£000
Hayling Island access trails	28
Capital Total	28

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

4. Culture, Creative Industries & the Built Environment

4.1 The Culture, Creative Industries and Built Environment Delivery Panel is responsible for progressing the work programme initiated by the former Quality Place Delivery Panel. This work programme reflects PUSH's vision that the future prosperity of the area will be dependent on attracting talented individuals, entrepreneurs and investors to the area and that the quality of life offered in South Hampshire is one of the key factors, which gives the area a competitive advantage.

4.2 Creative Industries in South Hampshire employ 20,000 people and support over 4,000 businesses. Between 1998 and 2008 employment in the sector doubled and by 2026 it is predicted that it will increase by a further 50%. In 2012 the Quality Place Delivery Panel launched Creative Network South (CNS) with support from the four South Hampshire Universities, Creative Industry Development Agencies, and businesses. In February 2014 Creative Network South successfully ran its second Creative Network South conference which attracted 100 representatives from the sector. The conference highlighted the importance of the Creative Industries sector to the Solent economy. During the period 2014-16 CNS will be seeking to develop its relationship with the LEP to promote the development of the creative economy.

4.3 Business Plan priorities for Creative Network South include: Collaborative work with universities, joint work with the Solent Network and the development of Work Based Learning Opportunities and Good Practice in Relation to Design of Built Environment in South Hampshire. Collaborative work relating to design in the built environment has enabled PUSH to achieve significant national recognition for its work on design in the built environment with very limited resources. The delivery panel will therefore continue to support the work of the Quality Place Practitioners group.

4.4 Past achievements include:-

- The Agreement by Partner Authorities of the PUSH Design Charter. This Charter has been supported by the publication of PUSH Design Guidance that was recognised by the Urban Design Group as a model of good practice.
- The development of an award winning programme for promoting the engagement of young people in design and development.
- The delivery of the bi-annual Solent Design Awards in 2010, 2012. Bouygues have agreed to continue their sponsorship of these events and planning for 2014 is well advanced.
- Brokering a partnership with English Heritage and local funding partners to initially invest £560,000 in order to promote sustainable use of historic buildings in the Portsmouth Harbour area, envisaged to leverage further funding from the Heritage Lottery Fund and other bodies. PUSH has invested £7,000 in supporting this project. The project will be delivered by a collaborative team, made up staff from partner local authorities and English Heritage, who will report to a joint project board.

4.5 The Culture, Creative Industries and Built Environment Theme Panel also maintain a range of partnership relationships with external organisations including Arts Council England, English Heritage, Sport England and the four South Hampshire universities. These partnership relationships have proved fruitful in securing over £1m external investment in the projects the Panel has championed. Maintaining these relationships will continue to be a priority for the new theme panel. The Panel additionally wishes to develop its relationships with the Solent LEP to broker work to promote the visitor economy and the creative industries.

4.6 The proposed resource allocations for the Culture, Creative Industries and the Built Environment are summarised below:

Resource allocations for 2014-15	
Revenue project / activity	£000
Delivery Panel support	10
Creative Network South	10
Portsmouth Harbour Historic Buildings project	5
Preparation for the 2014 Solent Design Award	4
Revenue Total	29
Capital project / activity	£000
Portsmouth Creative Industries	250
Portsmouth ARTches	40
Cell Block Enterprise	49
Gosport town centre public realm enhancements	15
Southampton station quarter north side public realm enhancements	86
Capital total	440

5. Solent EU Collaboration Group

- 5.1 The Solent EU Collaboration Group brings together public and voluntary sector organisations, universities and business/SME representatives from across the region who seek to secure EU funding for projects that drive; economic growth, innovation and competitiveness; employment and skills; environmental sustainability and social inclusion. Its purpose is to gather, share and assess key funding opportunities, encourage strategic planning and partnerships across sectors, and support the development and submission of future EU bids. A key objective is to add value to regional and local economic priorities, including the Solent LEP Strategic Economic Plan (SEP) and European Structural & Investment Fund (ESIF) Strategy, by maximising investment and resources to deliver greater levels of economic, environmental and social return.
- 5.2 In the past two years Group members have worked collaboratively to develop 18 EU funded projects with a total value of over £20m of which £3m has directly supported activity by PUSH partners. Southampton City Council, Portsmouth City Council, Hampshire County Council and the Isle of Wight Council have acted as Lead Partner and Accountable Body for 8 projects, including BEEMS (Building European Environmental and Maritime Skills), TSE (Tackling Social Exclusion) and EMSAC (EU Marine Science Applications Consortium).
- 5.3 The EU Collaboration Group is supported in its work through the direct benefits of PUSH membership of Southern England Local Partners (SELP). SELP is a partnership of local authorities, universities and other public and private sector organisations. It aims to secure the most from UK membership of the European Union by providing its partners with information on EU policy and programmes and facilitating strategic contacts, partnerships and networks from its offices in Brussels. SELP also supports the development of EU funded projects through disseminating project ideas, providing a partner search facility, producing an EU funding guide and distributing information on calls for proposals. Specifically, SELP adds value to the work of the Group across 3 core areas:
- **Strategic planning** - influencing the development of future European policy and legislation by coordinating and representing PUSH partners in formal consultation processes
 - **Intelligence gathering and dissemination** – with specific emphasis upon EC strategic objectives and investment priorities relevant to sub-regional growth plans
 - **Profile and presence** – showcasing projects in development and key successes; and securing the Solent's profile and status as an economic hub with the EC through forums and events.
- 5.4 PUSH supports Solent LEP in its work to develop and deliver the ESIF strategy which sets out priority objectives to be supported by €43.1m of ERDF/ESF common strategic framework funds for the programming period 2014-2020. This allocation is separate from funds that will be made available over the next 7 years through other European programmes, including INTERREG, Horizon 2020, Progress, Lifelong Learning and LIFE+, all of which remain the focus of opportunity for the EU Collaboration Group.

5.5 To ensure maximum synergy with the strategic objectives of PUSH and Solent LEP, while maintaining independence, the EU Collaboration Group undertakes to report to the PUSH JC or Solent LEP twice yearly on its activities, the development of project partnership and joint bidding proposals. The Southern England Local Partners (SELP) enables the European Collaboration Group to access information, advice and events related to EU matters as well as access to dedicated EU officers from Brussels.

5.6 The proposed resource allocations for the European Collaboration Group are summarised below:

Resource allocations for 2014-15	
Revenue project / activity	£000
SELP Membership	7
Revenue Total	7

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

6. Core Activities / Costs

6.1. During 2013/14, PUSH committed £25,000 towards work to commission site surveys/ topography work as part of the City Deal proposal. This work completed in March 2014. A total PUSH revenue investment of £70,000 supported the City Deal process, the outcome of which was four workshops that brought partners together to determine the proposal and an economic evidence based study commissioned by PUSH and the Solent LEP in 2012/13 entitled: '*Anchoring Growth: An Economic Assessment of the Solent area*'.

6.2. Effective partnership working requires good communication. A priority for PUSH during 2014/15 is to maintain improved communication between partners locally, regionally and nationally in collaboration with the Solent LEP, Solent Transport and other key partners. Initiatives kick-started in 2013/14 will continue this financial year, including regular e-bulletins to Members and officers within the PUSH authorities and key partners, increased numbers of press releases and an upgrading of the PUSH website to reflect significant changes in funding and policy landscape. To reflect this priority, this Business Plan makes a small budgetary provision for new communications initiatives.

6.3 The PUSH core team has reduced substantially in size compared to previous years when the Partnership had multi-million pound revenue and capital Growth Point funding from Central Government. As a consequence of the PUSH Governance Review which concluded in January 2014, the staff that form the PUSH core team has significantly reduced to an Interim Executive Director / Programme Manager, a PA and more recently, the appointment of a part time Planning Officer seconded to the PUSH Office to support the PUSH Spatial Strategy Review Process.

Resource allocations for 2014-15

Revenue project / activity	£000
Solent LEP core funding	50
Employment & Skills Board (Pre- Apprenticeship Scheme)	23
Employment and Skills Manager	30
Employment & Skills Website	10
Employment and Skills Event	5
Stimulating Enterprise	5

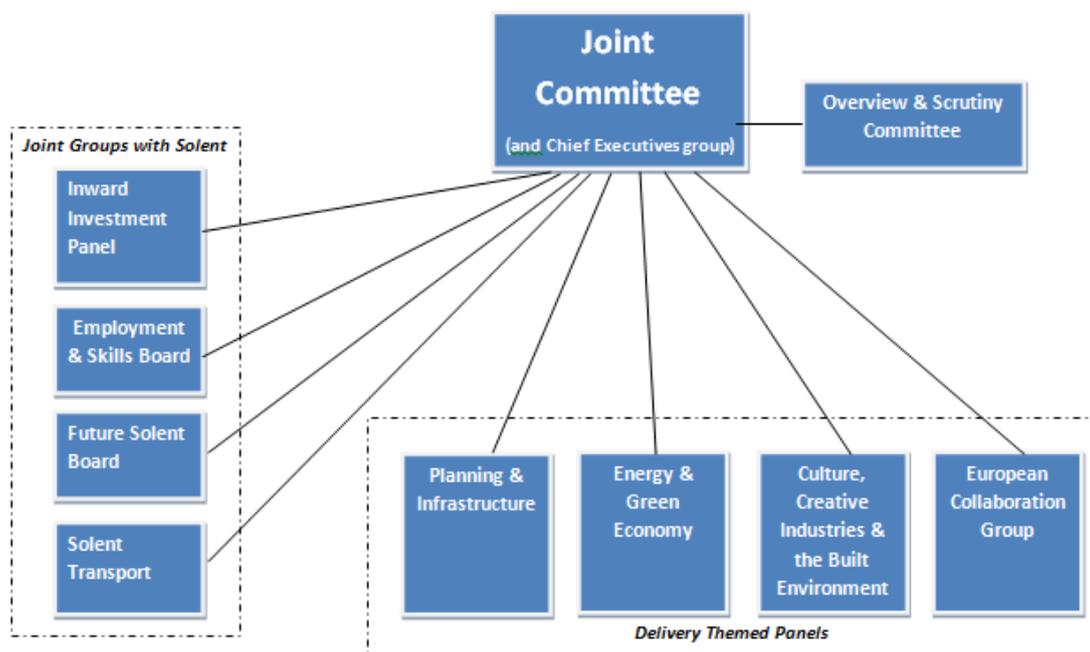
Inward Investment	104
Communications	10
PUSH core team and other central costs	158
Revenue Total	395
Capital project / activity	£000
Eastleigh Creative Hub	28
Capital total	28

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

7. Governance

7.1 The review by PUSH of its governance, which concluded in January 2014, led to a revised organisational structure. 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 member authorities¹. 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. A diagram of the revised PUSH organisational structure is illustrated below.

New PUSH Organisational Structure



7.2 Beneath the Joint Committee, are three Delivery Panels (five previously), recently renamed to reflect PUSH priorities going forward. These Delivery Panels are: *Planning and Infrastructure*; *Energy and the Green Economy*; and *Culture, Creative Industries and the Built Environment*. It is prudent to note that the Solent EU Collaboration Group, whilst listed as a Delivery Panel, is an informal Advisory Group at which all PUSH local authorities are represented.

7.3 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

¹ These functions are listed in the Joint Agreement which can be seen at: http://www.push.gov.uk/push_agreement.pdf

Member of their choice to serve on the PUSH Overview and Scrutiny Committee. The Committee has two scheduled meetings each year.

7.4 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

7.5 The Partnership operates on 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.

7.6 The revised PUSH structure includes an arrangement for overseeing the ongoing PUSH involvement in maintaining an integrated strategic and delivery approach in employment and skills, inward investment and business support. PUSH continues to work collaboratively with local businesses through the Solent LEP and is well represented on a number of jointly established Boards and Committees namely the Solent LEP Board, Solent Local Growth Panel, Solent Employment and Skills Board, Inward Investment Board, Future Solent and the Solent Transport (replaces Solent Local Transport Body).

7.7 Driving forward the project work is the remit of the PUSH 'theme lead' officers. They are generally PUSH authority officers performing the role in addition to their 'day job' with their own authority and thus at no resource cost to PUSH.

8. Resources

8.1 The Partnership's sole source of on-going 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 and this remains the case for capital and revenue schemes identified in this plan for 2014/15.

8.2 The 2014/15 capital and revenue resources are set out below.

PUSH capital resources 2014/15	£000
Funds carried forward from 2013/14	546
Capital Total	546
PUSH revenue resources 2014/15	£000
Income from local authorities	196
Income from LEP for PUSH Programme Support	29
Funds carried forward from 2013/14	721
Interest on balances	5
Revenue Total	951

8.3 The 2014/15 allocation of resources to projects/initiatives are set out below.

Capital allocation to projects	£000
Hayling Island access trails	28
Portsmouth Creative Industries	250
Portsmouth ARTches	40
Cell Block Enterprise	49
Gosport town centre public realm enhancements	15
Southampton station quarter north side public realm enhancements	86
Eastleigh Creative hub	28

Unallocated balance	50
Total capital allocation	546
Revenue allocation to projects/initiatives	
Employment and Skills Board - Activities	73
Inward Investment	104
Solent LEP Core Funding	50
Planning and Infrastructure	240
Energy and the Green Economy	48
Culture, Creative Industries and the Built Environment	29
Solent EU Collaboration Group	7
Core costs	167
Contingency reserve	50
Unallocated balance	182
Total	951

8.4 The above are budgetary provision figures only, not estimates of monies which will actually be spent. Better estimates will emerge as the projects are developed in more detail.

8.5 The projects listed in the preceding sections which are reflected in the allocation figures above represent the anticipated PUSH activity during 2014/15. Exceptionally, one or two additional projects may emerge during the years which require PUSH funding. Any such proposals will be considered by the PUSH Joint Committee as they arise and budgetary provision made by the Committee will be funded from the unallocated balance.

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 Partnership'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 or other organisational or policy machinery introduced.	This would impact the aspirations outlined within this Plan and any potential future collaborative work.	Amber	PUSH acknowledges that 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, Solent Transport, DEFRA, HCA and other key partners.

<p>Inability to secure funding from other sources to match PUSH's contribution to projects</p>	<p>Delay in the delivery of PUSH's long term ambitions</p>	<p>Amber</p>	<p>PUSH recognises the fundamental change in the funding landscape and the consequent channelling of Government and European funding to LEPs. PUSH is committed to working collaboratively with the Solent LEP to ensure that Solent area maximises its finite resources thereby seeking where possible to explore joint commissioning, and to align efforts.</p>
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If you have any queries or need further
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