

Partnership for Urban South Hampshire 2016/18 Business Plan



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

Foreword

For over thirteen years, the Partnership for Urban South Hampshire (PUSH) has upheld its reputation and credibility as a highly regarded Partnership with a successful track record in enabling joint working to drive forward the economic growth of South Hampshire and the Isle of Wight. PUSH has to date worked with a wide range of statutory agencies, Government Departments and businesses to ensure that the Solent remains an attractive place to live, work, visit and do business. In doing so the Partnership has successfully embraced change through its ability to respond positively to the significant shift in the economic, policy and funding landscape and over the years, developed a place shaping approach to programme delivery that complements the organisational ambitions of partner authorities. In doing so, PUSH has supported the work of twelve local authorities and the Solent Local Enterprise Partnership (LEP) to achieve significant progress in the urban renaissance of the Solent area's towns and cities and has contributed over £40m of capital and revenue funding towards agreed programmes including estate renewal, public realm, transport and motorway junction improvements, business incubation hubs and apprenticeships. Revenue activities have included Spatial Planning, Green Infrastructure Strategy and Implementation Plan; Solent Energy Strategy to name but a few.

PUSH continues to play an important role in simplifying the myriad of interfaces, facilitating dialogue, and brokering joint approaches and collaboration. 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. 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 South Hampshire Strategy and joint strategies/guidance on green infrastructure, quality of place, developer contributions and skills development.

The emerging Solent Devolution Agreement would provide for a Solent Combined Authority, covering the bulk of the PUSH geography with local control of new additional £30 million a year funding allocated over 30 years to help boost and support economic growth. including housing delivery, transport and other key infrastructure. The Combined Authority would also have powers and functions devolved from Central Government. This includes responsibility for a consolidated, devolved transport budget; responsibility for franchised bus services; responsibility for a new Key Route Network of local authority roads; and powers over strategic planning. The Solent Combined Authority would also have responsibility for the 19+Adult Education budget and contribute to the development of a new programme of employment support for harder-to-help claimants. Taken together, the devolutionary ambition of the Combined Authority would be focussed on raising productivity in the Solent economy, including up-skilling the local population.

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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

- 2.1 PUSH was formed to deliver regeneration of the core urban areas of the Solent, focused on the cities of Portsmouth and Southampton. The adjoining older urban areas, as well as those on the Isle of Wight are also very much at the heart of this urban renaissance strategy and PUSH believes that the strong functional and physical links between the core urban areas and the semi-rural and rural hinterland must form the basis for the proper planning of the Solent area. With a population of more than a million inhabitants and over 50,000 businesses, the Solent area is an internationally-recognised key economic hub anchored around the Isle of Wight, the two cities of Portsmouth and Southampton, the M27 corridor and the Solent waterway. The Solent is therefore, without question, a clearly defined functional economic area, with a distinct coastal geography, tremendous economic assets and great potential. PUSH's overarching ambition is to work with partners to facilitate and support the growth of the local economy and improve the quality of life of local 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, boost productivity and make the best use of the area's economic assets.
- 2.2 The emerging Solent Devolution Agreement would provide for the Solent Combined Authority, working with a directly elected mayor, control of new additional funding allocation of £30 million investment over a 30 year period to help boost and support economic growth including housing delivery, transport and other key infrastructure. The Combined Authority would also have powers and functions devolved from Central Government, including responsibility for a consolidated; devolved transport budget; responsibility for franchised bus services, responsibility for a new Key Route Network of local authority roads and powers over strategic planning. The Solent Combined Authority would also have responsibility for the 19+ Adult Education Budget and contribute to the development of a new programme of employment support for harder to help claimants. Taken together, the devolutionary ambition of the Combined Authority would focus on raising productivity in the Solent, including up skilling the local population.
- 2.3 A key objective of the Solent Strategic Economic Plan is to unlock critical employment sites and housing to support a growing workforce. 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.

- 2.4 Over the next two financial years, PUSH will focus on the following objectives:
- **Raising South Hampshire's profile** within Government and other national bodies in partnership with the Solent LEP to secure a better deal for the sub-region, particularly in securing the best possible devolution deal to support local economic growth and public service transformation.
 - **Policy development and coordination** - PUSH-wide policy particularly spatial planning and infrastructure, joint research/studies, joint/coordinated policies between the local authorities, Solent Transport and the Solent LEP.
 - **Continue to support, influence and facilitate 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 strategy;
 - **Democratic leadership** - facilitating dialogue, brokering joint approaches, and collaboration between the PUSH authorities and other bodies;
 - **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.
- 2.5 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** –driving the work of Future South (formerly known as Future Solent) to deliver Low Carbon and energy efficiency Initiatives.
 - **Culture, Creative Industries & the Built Environment** – initiatives that engender and reinforce 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 not a formal PUSH Delivery Panel, PUSH will link with this group to seek good practice, advice and information on European matters.
- 2.6 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. This Business Plan covers the period 2016/17 to 2017/18 and the projects and initiatives to be undertaken during 2016/17 in line with PUSH's Business priorities are set out in the ensuing sections of this Business Plan. In everything it does, PUSH will continue to ensure subsidiarity; such matters which are best dealt with at local authority level will continue to be performed at that level.

3. Planning and Infrastructure

- 3.1 Creating the right conditions for economic growth and for improving people's wellbeing remains a PUSH priority. Spatial planning by local councils identifies 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. PUSH adopted an updated South Hampshire Strategy in 2012. The Strategy currently provides a strategic framework for Local Plan preparation and other decision-making by PUSH authorities and their partners up to 2026. A review of the Spatial Strategy was undertaken 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 needed to incorporate the expanded PUSH area, including the Isle of Wight.
- 3.2 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. PUSH will work with the Solent LEP to take account of key evidence based studies including a Logistics Study which will help determine demand and location for logistics centric opportunities.
- 3.3 The substantial amount of housebuilding which is planned around the Solent will lead to an increase in recreational activity along the coast which in turn will impact on the over-wintering waders and wildfowl within the three Special Protection Areas unless mitigation measures are put in place. PUSH, in partnership with Natural England and others, began this work by setting up a Solent Mitigation and Recreation Project (SRMP) and developed an Interim Strategy which was adopted by the PUSH Joint Committee in December 2014. Considerable progress has since been made to date including the now well established Solent Recreation and Mitigation Partnership comprising the fifteen Solent authorities' partners plus Natural England, the Royal Society for the Protection of Birds, Hampshire & Isle of Wight Wildlife Trust and Chichester Harbour Conservancy; a strategy and implementation Plan with a budget secured from developer contributions (£300k in 2016/17 including a sizeable contribution into an 'in perpetuity' fund in order to create a sufficiently investment pot by 2028/9). In addition, a total of £1.5million was secured through the Solent LEP's Local Growth Deal to deliver four SRMP capital schemes in 2015/16 and 2016/17. These include: Alver Valley, Gosport - creation of a new Country Park by Gosport Borough Council; Manor Farm,

Hamble - major expansion of an existing Country Park by Hampshire County Council; and Horsea Island, Portsmouth - creation of a new County Park by Portsmouth City Council.

- 3.4 The Planning and Infrastructure Delivery Panel has to date made significant progress in a number of key policy agendas including the Spatial Strategy, Green Infrastructure, SRMP and the Solent Flood Risk Assessment (SFRA). Commissioned in 2015/16, the SFRA work is now complete and will form a vital evidence base for the Spatial Strategy Review. The final report and a web link to the SFRA website will be made available on the PUSH website subject to Joint Committee approval at its meeting in June 2016.
- 3.5 Business priorities for financial year 2016/17 includes concluding the PUSH Spatial Strategy Review, updating the PUSH Green Infrastructure & Implementation Plan to reflect current policies and provide opportunities for PUSH to identify and deliver projects of economic and sub regional significance. A key study will be a revised sub regional Integrated Water Management Study (IWMS) to provide a robust evidence base which demonstrates whether sufficient water infrastructure can be provided to mitigate against any potential adverse impact on the environment. The IWMS will be used as evidence for the emerging Spatial Strategy Review and Individual Local Plans.
- 3.6 The proposed funding allocations for the PUSH Planning and Infrastructure Panel are summarised below:

Resource allocations for 2016-17

Revenue project / activity	£000
Spatial Planning Review	60
Part-time Planning Officer	30
Integrated Water Management Study	50
Update PUSH GI Strategy / Implementation Plan	10
Revenue Total	150
Capital project / activity	£000
Local Growth Fund (Solent Recreation Mitigation Project)	765
Capital Total	765

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

4. Energy and the Green Economy

- 4.1 Sustainability and quality of life are at the heart of the PUSH vision and ensuring sustainable economic 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 opportunity presented by the growth in the green economy. South Hampshire sub-region has the potential to develop the energy sector, building on its existing skills base, using its natural resources and exploiting its capacity to deliver. Within the Solent however, over 90% of energy comes from outside of the sub-region. This represents significant money flowing out of the Solent economy, households and businesses. In addition, it represents a potential energy security threat to the sub-regional economy. The energy sector provides an excellent opportunity for inward investment. Jobs are supported and created in a diverse range of business sectors including construction, manufacturing, installation, operations, management and fuel processing.
- 4.2 At its meeting of 26 March 2012, the Joint Committee agreed a strategy and approach to developing a low carbon economy. This included setting up a partnership group, subsequently branded "Future South". The approach was supported by Solent LEP at their board meeting in July 2012 and has the active involvement and support of the Hampshire Chamber of Commerce.
- 4.3 The Solent's Energy Strategy developed by PUSH and Future Solent sets aims to reduce the overall energy bill paid by Solent residents and businesses; and taking advantage of the Solent's access to offshore renewable resources to build a competitive proposition in the supply of goods and services connected to the installation and maintenance of tidal/ wave/ wind generation.
- 4.4 **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 in 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.

Achievements to Date

4.5 PUSH's investment in conjunction with the Future Solent Partnership has secured in excess of £30 million investment in the green and low carbon economy since October 2012 and delivered the following activities:

- 65 SMEs across the Solent have been supported to develop innovative new low carbon products and services – many of these are internationally significant and have the potential for high growth and export, with some companies already moving in to export
- 179 new high value jobs created to date in the Solent Region with an average salary of £30,000 and on target to create 350 by the end of the Green Growth programme
- “Environmental Technology” Hub created at the University of Portsmouth
- “Wireless Technology” hub created for the Universities of Portsmouth and Southampton
- 13 SMEs have received loans ranging from £25,000 to £250,000

4.6 In financial year 2016/17, the panel aims to focus on the following priorities:

- Develop Greentech South into a financial self-sustaining and internationally renowned environmental technologies cluster
- Provide intensive support to 100 innovative companies
- 10% of the energy used in the Solent area will come from within the Solent area
- Complete the establishment of Hampshire Community Bank which will be loaning £120m per annum to local businesses
- Make a significant impact on energy efficiency (to be quantified)
- The Solent to have its own low carbon and renewable energy company
- Creation of 5000 new jobs within the green economy sector

Resource allocations for 2016-17

Revenue project / activity	£000
New Intern Position (to support the Solent Green Economy Programme)	20
Energy Strategy	19
Low Carbon Economy programme	13
Revenue Total	52

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

5. Culture, Creative Industries & the Built Environment

- 5.1 From its inception the Partnership for Urban South Hampshire (PUSH) has held the belief that the future prosperity of South Hampshire is dependent on the areas ability to attract talented individuals, entrepreneurs and investors. The culture, creative industries and built environment panel was established to help the Partnership ensure that the competitive advantage arising from the quality of life offered in south Hampshire is maximised. The work programme of the culture creative industries and the built environment panel has been designed to enable PUSH to progress activities which support this vision. The 2016-2018 work programmes includes three strands: the development of the creative economy; enhancement of the quality of design in the built environment and; stewardship of the historic environment particularly in the Portsmouth Harbour area.
- 5.2 Creative Industries in South Hampshire employ in excess of 20 000 people and support over 4,000 businesses. In the first decade of the millennium, employment in the sector doubled and is predicted to further increase by 50% by 2026. The centre for cities anchoring growth report 2013 identified the creative industries to be the fastest growing sector in the Solent economy. In 2012 PUSH launched Creative Network South (CNS) with support from the four South Hampshire Universities, Creative Industry Development Agencies and local businesses. In 2015 PUSH agreed to work in partnership with Hampshire Chamber of Commerce to develop the creative economy. The Chamber of Commerce are now the host organisation for CNS.
- 5.3 The Panel's achievements to date include:
- **Workspace Provision** – PUSH funding of over £1.5m was the catalyst for leveraging a further £5.5M, invested in five creative industries related workspace projects across South Hampshire. Collectively, these projects provide workspaces for over 100 businesses. Hot desk provision and access to business support will extend to a further 50 businesses.
 - **Business Support** – CNS has developed a pathway for creative and digital businesses towards appropriate support via the Solent Growth hub. Additionally brokerage with the creative industries development organisation Creative United enables the partnership to provide one-to-one mentoring for creative businesses ready to take on a challenge of attracting new investment to facilitate growth. CNS is now promoting a programme of business support and networking events on its website. Currently 30 events are listed between February 2016 and June 2016. It is anticipated these events will engage more than 500 businesses. PUSH investment of £5k in this project has leveraged a total project value of over £50 000.

- **Research and evidence based practice** – CNS in partnership with the 4 Universities has established a research network. This network includes 40 researchers. Its aim is to link academic research to practical support to the sector artists and businesses.
- 5.4 A major priority for the panel has been to support PUSH partner Local Authorities in promoting the design quality on new developments in South Hampshire. This work has led to the Leaders of all the PUSH local authorities signing the PUSH design charter, the preparation of quality place design guidance for the PUSH area, the establishment of the PUSH Quality Place Design Practitioners Group who work collectively to pool knowledge and promote good practice and the running of the biannual PUSH design awards. In light of the development of the PUSH spatial strategy and the priority given by Government to Housing Delivery, the PUSH Design Practitioners Group plan to run a programme of training events in order to brief members and officers on the importance of the design in the built environment agenda.
- 5.5 Key achievements include: PUSH partner local authorities signed up to the PUSH Design Charter; a programme of professional development training was run by PUSH to build the capacity of design lead officers in the PUSH local authorities; sponsorship for PUSH Design Awards on three occasions; 2010, 2012, 2014. Funding has also been secured for the 2016 Design Awards which will be held autumn of this year. Business priorities for 2016/17 are listed below:

Resource allocations for 2016-17

Revenue project / activity	£000
Delivery Panel support	5
Creative Network South	10
Solent Design Awards	5
Quality Place Design in the Built Environment (Contribution to training events)	5
Portsmouth Harbour Historic Buildings project	5
Revenue Total	30

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

6. Solent EU Collaboration Group

- 6.1 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.
- 6.2 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).
- 6.3 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.
- 6.4 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.

- 6.5 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.
- 6.6 Benefits derived from the 2015/16 SELP membership include regular bulletins from Brussels on emerging EU policy, trends, funding programmes, partnership opportunities, briefings, forums and keynote events. PUSH authorities have also gained from SELP officer group meetings and upcoming Calls enabling PUSH members to remain informed and well-prepared to access EU funding opportunities. Of considerable added value is the individual support and guidance SELP provides to PUSH members seeking to build transnational partnerships and develop project proposals for submission to the EU programmes. During the past year SELP has:
- Worked through an INTERREG Europe bid under the SME Competitiveness priority for Hampshire CC and WSX Enterprise. Total value of €2m.
 - Enabled Southampton City Council identify transnational partners for a major bid to DG Justice to support the development of gender neutral labour markets in the STEM and social care sectors. Total value of €1.8m
- 6.7 Subject to continued UK membership of the EU, the proposed resource allocations for the European Collaboration Group are summarised below:

Resource allocations for 2016-17

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.

7. Core Activities / Costs

- 7.1 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. Much of the delivery of PUSH activities is supported by the Council officers, all of whom continue to provide invaluable commitment and support. As a consequence of the PUSH Governance Review which concluded in January 2014, the PUSH core team has significantly reduced to an Executive Director, a PA and the appointment of a part time Planning Officer seconded to the PUSH Office to support the PUSH Spatial Strategy Review Process.
- 7.2 Effective partnership working requires good communication. A priority for PUSH during 2015/16 was to maintain improved communication between partners locally, regionally and nationally in collaboration with the Solent LEP, Solent Transport and other key partners. PUSH is now well represented on most if not all of the Solent LEP's governance structures and actively supported both local businesses and Councils at the 2015 MIPIM UK event. The PUSH website was also refreshed in 2015/16 which has received positive feedback from partners.

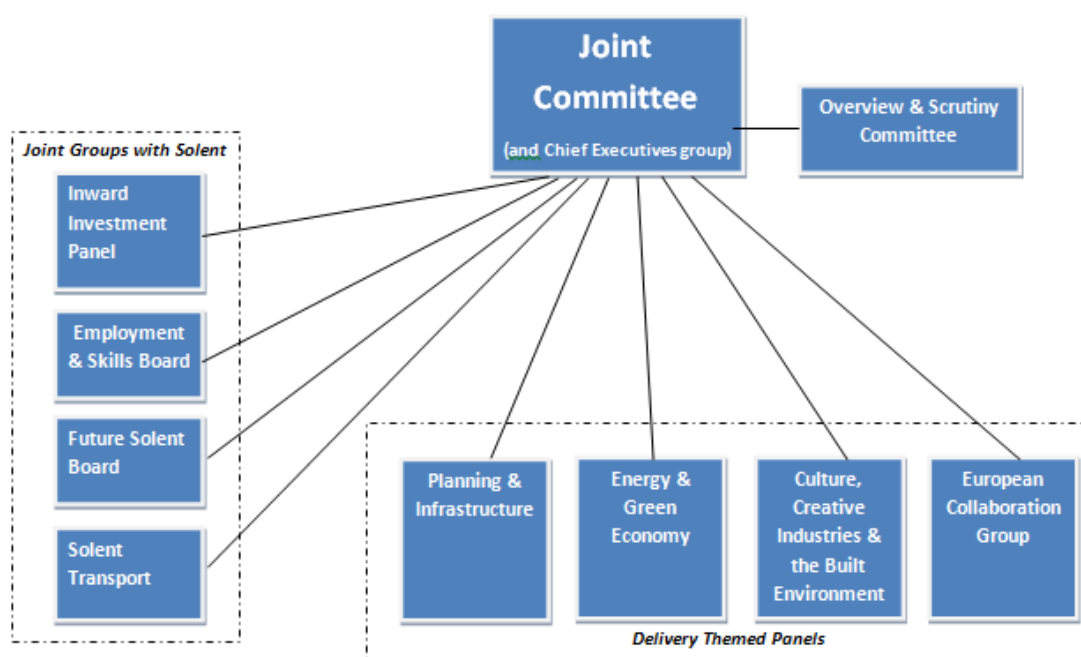
Resource allocations for 2016-17	
Revenue project / activity	£000
Inward Investment	100
Communications	2
PUSH core team and other central costs	135
Revenue Total	237

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

8. Governance

8.1 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 member authorities¹. The Joint Committee, which meets approximately five 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 PUSH organisational structure is illustrated below.

PUSH Organisational Structure



8.2 Beneath the Joint Committee, are three Delivery Panels that reflect PUSH's priorities. 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.

8.3 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 PUSH Joint Agreement which can be downloaded at: <http://www.push.gov.uk/item/8-annex-a-push-sgf-joint-agreement-2015-final-march-2015.pdf>

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

- 8.4 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.
- 8.5 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.
- 8.6 The PUSH structure includes an arrangement for overseeing 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 Delivery Panels, namely the Solent LEP Board, Solent Growth Forum, Solent Employment and Skills Board, Solent Land, Property and Infrastructure Delivery Panel and Innovation Delivery Panel.
- 8.7 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' within their own authority and thus at no resource cost to PUSH.
- 8.8 Subject to progress on the devolution agenda in the Solent area, the governance arrangements for PUSH may require review.

9. Resources

9.1 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 revenue funding which has been carried forward from past years and this remains the case for revenue schemes identified in this plan for 2016/17.

9.2 The 2016/17 revenue resources are set out below:

PUSH revenue resources 2016/17	£000
Income from local authorities	196
Funds carried forward from 2015/16	510
Interest on balances	3
Revenue Total	709

9.3 The 2016/17 allocation of resources to projects/initiatives is set out below.

Revenue allocation to projects/initiatives	
Inward Investment	100
Planning and Infrastructure	150
Energy and the Green Economy	52
Culture, Creative Industries and the Built Environment	30
Solent EU Collaboration Group	7
Core costs	137
Contingency reserve	25
Unallocated balance	208
Total	709

- 9.4 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.
- 9.5 The projects listed in the preceding sections which are reflected in the allocation figures above represent the anticipated PUSH activity during 2016/17. 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.
- 9.6 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.
- 9.7 PUSH has provisionally secured capital funding of £765,000 in 2016/17, as part of the Solent LEP Local Growth Deal, for further projects to create and enhance publicly accessible greenspaces, as part of the Solent Recreation Mitigation project.
- 9.8 The 2016/17 capital resources are set out below:

PUSH capital resources 2016/17	£000
Local Growth Fund	765
Capital Total	765

- 9.9 The 2016/17 allocation of resources to projects/initiatives is set out below.

Capital allocation to projects/initiatives	
Solent Recreation Mitigation Project	765
Total	765

10. Risk assessment

10.1 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 emerging Solent Devolution Agreement.
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.
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	PUSH recognises the fundamental change in the funding landscape in the advent of LEPs and the Devolution agenda. However, PUSH remains committed to working collaboratively with key partners including the Solent LEP to ensure that the Solent area maximises its finite resources thereby seeking where possible to explore joint commissioning, and to align efforts.



If you have any queries or need further
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