

## **PARTNERSHIP FOR URBAN SOUTH HAMPSHIRE (PUSH) BUSINESS PLAN 2008-11**

### **1. PURPOSE OF REPORT**

- (i) To approve the PUSH Business Plan 2008-11 as set out in Appendix 1 to this report; and
- (ii) That the Leader of the Council be delegated authority to sign the South Hampshire Multi Area Agreement (MAA) on the basis it reflects the Business Plan and it therefore supports business plan implementation.

### **2. BACKGROUND INFORMATION**

- 2.1 On 29 October 2007, New Forest District Council approved the establishment of a joint committee with East Hampshire District Council. Eastleigh Borough Council, Fareham Borough Council, Gosport Borough Council, Hampshire County Council, Havant District Council, New Forest District Council, Portsmouth City Council, Test Valley Borough Council and Winchester City Council to promote a sub-regional strategy for sustainable economic growth in urban south Hampshire, covering in particular economic development, transport and other infrastructure. Creation of the Joint Committee formalised the governance of the Partnership for Urban South Hampshire (PUSH). The PUSH Joint Committee is a statutory joint committee established under the Local Government Acts 1972 and 2000.
- 2.2 The first PUSH Business Plan for 2008-11 draws together the detailed programme of action necessary to deliver the South Hampshire Strategy. This report outlines the content of the Business Plan and seeks member approval for this Council's role in its delivery.
- 2.3 Importantly, the Plan is intended as the basis for developing a Multi Area Agreement (MAA), which will cover key elements of the Business Plan together with relevant parts of Transport for South Hampshire's Business Plan.

### **3. SUMMARY**

- 3.1 Under the terms of reference for the PUSH Joint Committee, it will "...recommend the Annual Business Plan and budget to each Party and to implement the Approved Annual Business Plan in accordance with the approved budget." At its meeting on 18<sup>th</sup> March 2008, the Joint Committee approved recommendations to approve the Business Plan, to commend it to Councils for their adoption, and to delegate authority to the Chairman of the PUSH Working Group, in consultation with the PUSH Chairman and Vice Chairmen, to finalise the Business Plan text and conduct negotiations on a Multi Area Agreement based on the Plan. The Plan will inform each Council's own business planning and service delivery.

- 3.2 PUSH has consulted a range of stakeholders on drafts of the Business Plan. These include all PUSH local authorities, Transport for South Hampshire, SEEDA, Business Links, Job Centre Plus, the Learning and Skills Council, SEERA, GOSE, the Environment Agency and representatives from other service providers. The Business Plan (and the report made to the PUSH Joint Committee) has also been considered by the PUSH Overview and Scrutiny Committee (on 20<sup>th</sup> March).

#### **4. DETAIL**

- 4.1 The PUSH Joint Agreement identifies the Business Plan as the key document defining the scope and detail of activity that PUSH undertakes and the powers and functions exercised by the Joint Committee. Delivery of the South Hampshire Strategy is not the responsibility of the PUSH core team alone: this is a responsibility shared by all South Hampshire local authorities and other agencies and partners operating in the sub-region. The Business Plan sets out the activities to be undertaken by PUSH partners on a collaborative basis and at a strategic level to contribute towards delivery of the sub-regional strategy. The Business Plan also indicates, where relevant, how other activity complements PUSH activity.
- 4.2 The Plan does not set out a detailed budget for PUSH's activities, but summarises the headline information. The financial picture is incomplete as decisions are awaited from funding partners, notably SEEDA, about the resources to be allocated to PUSH. The Plan indicates some of the areas where external funding is sought. Part of the funding for PUSH activity will be funded from authorities' contributions to the core budget, which has been set in the plan at £300,000 for 2008/9 and assumed at similar levels in future years.
- 4.3 PUSH has been an active partnership for some four years now. Over that period it has developed a robust strategy for improving economic growth across the sub-region. The Partnership has also responded to consultation on the South east Plan, and is currently charged with delivering 80,000 new homes by 2026 – with final Government decisions on housing numbers expected in July. In addition, PUSH has worked with Transport for South Hampshire (a sister body made up of the strategic transport authorities) to plan the transport infrastructure necessary to support sustainable housing and economic growth. More recently, member authorities have begun working together on matters as diverse as sustainability policies, affordable housing and culture.
- 4.4 The Partnership's ambition for sustainable economic growth will only be realised if the member authorities work together - and with others ranging from infrastructure providers, private companies or Government Departments – to implement an integrated programme of activity. The PUSH Business Plan is intended to map out that programme of activity and provide a basis for project managing the different strands of activity necessary to realise our ambitions.
- 4.5 PUSH is also attracting a growing amount of Government funding to support the delivery of economic growth and, to underpin that, the new communities envisaged in the draft South East Plan. As the Partnership becomes accountable for this significant spend, so the Business Plan will provide a framework for managing those budgets and ensuring that they are allocated to the correct priorities. It will also provide the PUSH partners with a sound basis for securing additional funding.

- 4.6 Finally, the Business Plan offers a basis for PUSH to be accountable to our own Overview & Scrutiny Committee, Government and other funders, and to local communities.

## 5. THE BUSINESS PLAN

- 5.1 The Business Plan was approved by the PUSH Joint Committee in March (a copy of that report is attached as Appendix 2), and it is now for member authorities to formally adopt it. It is a key document for the partnership. It serves both to set out how the sub-regional strategy for South Hampshire is to be delivered, and specifies the actions to be implemented by PUSH. This in turn determines the activities that fall within the purview of the Joint Committee. The Plan, attached as Appendix 1, is made up of nine chapters. Chapter one summarises the PUSH vision and the outcomes the Partnership seeks. At the core of the Plan are seven chapters, with associated appendices, the latter setting out detailed action plans;
- (a) **Chapter 2** considers **economic development** and, at appendix 2, outlines the key projects and actions necessary to support our ambitions for economic growth. As with all chapters, it is underpinned by detailed research, much of which is available through the PUSH website ([www.push.gov.uk](http://www.push.gov.uk));
  - (b) **Chapter 3** outlines the **transport infrastructure** required to support the level of economic and housing growth anticipated, with once again detailed actions planned in appendix 3;
  - (c) **Chapter 4** recognises the importance of the **other infrastructure** necessary to build sustainable communities, be that water and sewage infrastructure or schools and hospitals. It also identifies important steps necessary to secure sustainable growth. Appendix 4 outlines planned actions;
  - (d) **Chapter 5** sets out the **housing and planning** policies necessary to underpin the Partnerships ambitions, including the proposed housing allocations in response to the draft South East Plan. Appendix 5 sets out actions;
  - (e) **Chapter 6** outlines the newest theme for PUSH, that of ensuring we create **quality places** which offer a high quality of life by incorporating culture into our planning and development. The emerging draft action plan is at appendix 6; and
  - (f) **Chapter 7** considers future **governance arrangements** for PUSH, which will continue to evolve over the coming months and years, and **chapter 8** outlines how the deliver of the planned actions is to be **financed** (see section 5 below). Finally, **chapter 9** considers **risk**.
- 5.2 The Business Plan as a whole remains work in progress, and that is certainly true for the individual appendices and the actions, projects and programmes they outline. Each continue to be informed by a range of studies (many of which are identified in the Plan), and the Partnership will keep the Plan under regular review.

5.3 Importantly, the Plan will provide the basis for a Multi-Area Agreement (MAA) between the partners, Government Departments and other key players such as SEEDA. That Agreement will tie down deliver targets, funding and the necessary commitments Government need to make to support delivery of the PUSH Strategy.

5.4 The Multi Area Agreement (MAA)

PUSH has agreed in principle with Government that there could be benefits from encompassing business activities in a Multi Area Agreement (MAA). The main elements of the Economic Development & Enterprise Block in the existing LAAs of Southampton, Portsmouth and Hampshire have already been aligned and provide a foundation for developing the MAA concept. PUSH's intention is that the MAA should be based on and incorporate part or all of this Plan, together with the relevant elements of the Transport for South Hampshire Business Plan. Its core will be economic development and the strategic housing and transport aspects that support the economic growth objectives. Subject to satisfactory progress, the first version of the MAA is to be put in place by June 2008.

Agreement of the MAA is central to the resourcing of the PUSH vision in that it will secure clarity and continuity of funding over the longer term.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The budget and financial implications of the overall plan are set out in paragraphs 25 – 30 of the 18 March PUSH Joint Committee report.
- 6.2 The report envisages a 2008/09 contribution from New Forest District Council of approximately £12,000, which can be met from existing budgets. This will in practice be more than offset by efficiencies in joint procurement of consultancy work for mandatory planning and housing, or other issues eg: flood defences. There is also an example elsewhere on this agenda of substantial additional funding being levered in as part of a joint bid with other PUSH authorities (£445,000 for private sector housing improvements).

## **7. EQUALITY & DIVERSITY CRIME & DISORDER AND ENVIRONMENT IMPLICATIONS.**

None arising directly from this report.

## **8. PORTFOLIO HOLDER COMMENTS**

- 8.1 The Policy and Strategy Portfolio Holder supports the recommendations in this report. The Council has already seen the benefit of membership of PUSH in terms of additional funding and improved infrastructures.

## **9. RECOMMENDATIONS**

- (i) To approve the PUSH Business Plan 2008-11 as set out in Appendix 1 to this report; and

- (ii) That the Leader of the Council be delegated authority to sign the South Hampshire Multi Area Agreement (MAA) on the basis it reflects the Business Plan and it therefore supports business plan implementation.

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**Background Papers:**

Published documents.



## Agenda Item

# Report to the Partnership for Urban South Hampshire Joint Committee

Date: **18<sup>th</sup> March 2008**

Report of: **Richard Longman, PUSH Project Director**

Subject: **PUSH Business Plan**

### SUMMARY

The PUSH Business Plan is a key document for the partnership. It serves both to set out how the sub-regional strategy for South Hampshire is to be delivered, and specifies the actions to be implemented by PUSH. This in turn determines the activities that fall within the purview of the Joint Committee. The final draft of the Business Plan is attached for the Committee's consideration.

The Business Plan is in two parts. Volume I sets out the proposed actions to be taken forward in the period 2008-11, indicating priorities and a summary of available financial information. Volume II contains more detailed action plans for use by PUSH and its partners in implementing the Plan. It also indicates the proposed priorities for project funding in 2008/9 and indicatively for future years.

The Plan does not set out a detailed budget for PUSH's activities, but summarises the headline information. The financial picture is incomplete as decisions are awaited from funding partners, notably SEEDA, about the resources to be allocated to PUSH. The Plan indicates some of the areas where external funding is sought. Part of the funding for PUSH activity will be funded from authorities' contributions to the core budget, which has been set in the plan at £300,000 for 2008/9 and assumed at a similar levels in future years.

### RECOMMENDATION

That the Committee:

- (1) Subject to recommendation 2 below, APPROVES the Business Plan and RECOMMENDS it to individual councils for their adoption;
- (2) Delegates authority to the Chairman of the PUSH Working Group (following consultation with the members of the PUSH Working Group and the Chairman and Vice Chairmen of this Committee) to fine tune, complete and finalise the Business Plan; and

- (3) Delegates authority to the Chairman of the PUSH Working Group, following consultation with the Chairman and Vice Chairmen of this Committee, to conduct negotiations on a Multi Area Agreement on the basis of the proposals in this Plan.

## INTRODUCTION

1. The PUSH Joint Agreement identifies the Business Plan as the key document defining the scope and detail of activity that PUSH undertakes and the powers and functions exercised by the Joint Committee. Delivery of the South Hampshire Strategy is not the responsibility of PUSH alone: this is a responsibility shared by all South Hampshire local authorities and other agencies and partners operating in the sub-region. The Business Plan aims to set out the activities to be undertaken by PUSH partners on a collaborative basis and at a strategic level to contribute towards delivery of the sub-regional strategy. But the Business Plan also indicates where relevant how other activity complements PUSH activity.
2. Progress reports have been presented to earlier meetings of the Joint Committee, on 26<sup>th</sup> November 2007 (pjc-071126-r02-rlo) and 28<sup>th</sup> January (pjc-080128-r09-rlo).

## THE DRAFT BUSINESS PLAN

3. The draft Business Plan (attachments 1 and 2) is in two volumes. Volume I sets out the proposed priority actions to be taken forward in the period 2008-11. It is laid out in 9 short chapters.
4. Chapter 1 – Vision and Outcomes. This summarises the main outcomes PUSH is looking to achieve and our collective ambitions for South Hampshire.
5. Chapter 2 – Economic Development. This is the cornerstone of the Business Plan, reinforcing PUSH's approach to economic-led growth. It focuses on the *transformational* actions needed to close the gap in economic performance between South Hampshire the South East average over the period to 2026. In particular, it looks at tackling inequalities and addressing skills deficits in the existing workforce and amongst those not yet in the employment market; at raising levels of enterprise, innovation and business growth; at attracting more inward investment; and ensuring the sites and premises businesses need to grow.
6. The chapter is based on a free-standing (but not yet published) Economic Development Strategy, prepared for PUSH by DTZ consultants. Its preparation incorporates inputs from partner agencies such as Job Centre Plus, Learning & Skills Council, Business Links and SEEDA. PUSH has also begun engagement with businesses and the HFE sector around the contents of the Economic Development Strategy. The Adult Learning & Skills Strategy is nearing completion, and whilst its interim findings have informed this chapter, identification of appropriate actions will be an early priority in 2008/9, once the final version of that Strategy has been received.
7. Chapter 3 – Transport Infrastructure. Effective and sustainable transport is crucial to delivery of the South Hampshire sub-regional strategy. Responsibility

for delivering strategic transport objectives rests with Transport for South Hampshire (TfSH). This chapter therefore summarises TfSH's emerging thinking and strategic proposals following a number of studies carried out in 2007/8, and identifies the immediate priorities for PUSH joint-working with TfSH.

8. Chapter 4 – Social Infrastructure and Sustainability. This covers most aspects (apart from culture, which is dealt with separately) of the “non-transport infrastructure” required to support delivery of sustainable economic-led growth. Progress on social infrastructure such as schools, healthcare facilities and other services depends on close dialogue between PUSH and the relevant agencies and providers. This chapter sets out in some detail PUSH's activity to ensure that sustainability objectives are met, especially in the context of responding to the challenges of climate change and reducing our carbon footprint.
9. The final shape of some of PUSH's activities under this theme will be informed by studies that are still underway, notably the Integrated Water Management Study (due to be completed end of March) the Renewable Energy Study (due to be completed in April), and work to follow up the Strategic Flood Risk Assessment (looking at the implications for the distribution of housing numbers in Local Development Documents). A further phase of work is also required to crystallize a Green Infrastructure Strategy (covered by a separate item on the agenda). This in itself is an action for 2008/9, but until it is in place priorities for green infrastructure investment cannot be determined.
10. Chapter 5 – Housing and Planning. The main public sector intervention to support development objectives is through the planning system. In particular, this depends on maintaining timely progress and coherence by PUSH authorities in the preparation of their Local Development Documents (particularly core strategies), and bringing forward an adequate supply of sites for housing, employment and other development needs. This chapter sets out proposals for supporting local planning activity, particularly to assist in the preparatory work for the Strategic Development Areas and other major development schemes. It also sets out how housing investment will be used to facilitate a more balanced housing market, and increase the supply of affordable housing.
11. Chapter 6 – Creating Quality Places. South Hampshire already offers a high quality of life and PUSH's objectives are that this should be enhanced both in existing communities and in new developments. A key factor is demanding the highest quality standards in building and urban design, and ensuring that new development makes for better places. This chapter sets out work PUSH will be doing to support high quality design, and attention to the cultural offer that is an integral part of what makes places ‘work’ for the people who live in, work in and visit them. This includes completing an audit of cultural provision in South Hampshire and the development of a cultural strategy (both actions currently underway).
12. Chapter 7 – Supporting delivery and partnership development. This is about PUSH's own evolution to provide effective support to activity on the ground. This includes proposed changes to its structures: creation of a programme board, reporting to the Joint Committee, which will oversee delivery of the Business Plan; four delivery ‘panels’ which will drive implementation; and creation of a high-level Business Group to provide strategic engagement with



the business and HFE sectors on policy and delivery issues. Each of the delivery panels will be responsible for implementation of a chapter of this Business Plan.

13. Chapter 8 – Financing the Strategy. As noted above, the financial picture to support implementation of the PUSH strategy is far from complete. This chapter summarises some of the avenues and opportunities PUSH will be exploring to secure the financial underpinning needed to deliver and enable key schemes.
14. Chapter 9 – Risks. This offers a brief risk assessment of the Business Plan, which will serve as a starting point for the performance management functions of the proposed programme board, to ensure that risks to delivery are minimised and managed effectively.
15. Volume I also includes Appendix 1, which is an indicative map of the major development proposals in South Hampshire and their proposed phasing.
16. **Volume II** contains 7 further appendices. These comprise more detailed action plans, based on the priority actions identified in the main chapters, indicating where possible how the actions contribute towards strategic objectives, the lead partner(s), the source of any identified funding and the timescale for delivery. These action plans will be the basis for the work programmes for the four delivery ‘panels’, and for the PUSH core team as well as other partners. The final appendices (8a and 8b) set out the proposed selection of projects that are priorities for New Growth Point funding.

## ISSUES & IMPLICATIONS

17. The Business Plan is an ambitious step forward in translating PUSH’s objectives into specific action. In so doing, it depends upon delivery of activity and collaboration that includes and goes beyond the PUSH local authorities. The actions on economic development and transport, in particular, involve other partners both as part of their mainstream business and in specific, additional collaborative activity.

### Governance

18. As indicated in Chapter 7, successful delivery also depends on evolving our delivery machinery. The emphasis on *evolution* is deliberate: structures need to be adapted over time. As indicated above, there are four main proposals at a **PUSH** level:
  - The **Joint Committee** will continue as now, but with scope to co-opt representatives from other bodies on a non-voting basis.
  - The PUSH Working Group will evolve into the **Programme Board**, with membership comprising the lead officers for the various theme groups plus senior representation from key partner agencies and two representatives (one business, one university) from the Business Group. The Programme Board would oversee delivery of the Business Plan and the Multi Area Agreement.
  - **Four Delivery Panels**. Each would be chaired by one of the Leaders from the Joint Committee (or exceptionally by a PUSH authority Cabinet Member

with relevant portfolio responsibilities). There would be two other local authority Member nominees on each panel. Other panel members would be relevant key offices and representatives from partner bodies or key stakeholders. Membership would be tighter than the present officer working groups, but not so as to exclude any authority from participating in meetings where matters of direct bearing on its area are discussed.

- A **Business Group**, comprising key business people and representatives from the universities, to provide advice and expertise to PUSH from a business perspective, and to build private sector 'ownership' of and engagement with the sub-regional strategy.
19. One of the actions proposed in chapter 2 is to explore the merits of creating an **Employment and Skills Board** bringing together decision-makers in Job Centre Plus, Learning and Skills Council, Local Authorities and employers to deliver more integrated service delivery. Were such a board to be created, this would also operate at a strategic, PUSH-wide level. There may be also merit in creating an **Infrastructure Delivery Board** that brings together relevant agencies, utilities and other bodies with roles relating to infrastructure provision. The proposed Delivery Panel could, in principle, perform this role but for detailed and technical working a separate group is likely to be a practical necessity. To promote inward investment it is also proposed to establish a sub-regional **Inward Investment Body**; and to support activity to bring forward suitable employment sites and premises, including land assembly, PUSH will be investigating the potential for a **Special Purpose Vehicle for employment sites**.
  20. At a **local and site-specific** level, there are proposals reflected in actions in the Business Plan, to create bespoke arrangements to support delivery of particular schemes. These include **Project Boards** for each of the Strategic Development Areas, bringing together the local authorities, landowners and other key interests to work together on progressing all the preparatory stages for these vital schemes. These would be led by the relevant local authorities. Similarly, there is a proposal to create special purpose vehicles to lead **estate regeneration** schemes, primarily in the cities.
  21. The chart at attachment 3 shows how these various boards and vehicles relate to the main PUSH work streams. One of the responsibilities of the Programme Board is to ensure that these arrangements add genuine value and avoid unnecessary bureaucracy.

### Management.

22. PUSH will continue to operate primarily through a 'virtual' team of officers in local authorities and other public sector bodies, with dedicated time-commitments or more formal secondment arrangements. These personnel will carry out or commission activities under the direction of the Delivery Panels. But some activity will rest with the core team and this needs to be strengthened from its present complement of two to support the step change from planning to delivery.
23. It is proposed the core team should comprise 6 posts from June 2008: a Partnership (Managing) Director, a Director of Economic Development, a Programme Manager for SHSEZ, a Project Development Manager, an

Executive Assistant, and an Office Manager / PA support to the Partnership and ED Directors. The team would be funded from a combination of PUSH authorities' core contributions, SEEDA funding (primarily for the ED Director and SHSEZ Programme Manager) and New Growth Point funding.

24. Many of the actions specified in the Plan will be led by other agencies and bodies. The appendices identify the lead partners (with the initials of key personnel or job titles where appropriate). It will be up to lead partners to identify and engage with other partners whose involvement is required for delivery.

#### Budget and financial implications

25. The draft Business Plan includes four broad categories of financial information:
- Indications of how we propose to utilise New Growth Point funding allocations to support specific projects. Estimates are set out in Appendices 8a and 8b.
  - Indications of how the contributions from PUSH partner authorities will be used to support core activity. These appear only as top level numbers in Appendix 8. The detail is explained below.
  - Assumptions about support from other partners. We are working with incomplete information about specific funding from other bodies. These indications are not necessarily the full story, and only some items have been confirmed: this is largely a consequence of where other bodies (e.g. SEEDA) are in their own corporate and business planning processes at this point in time. In some instances figures represent bids for the support needed to implement the actions.
  - Indications from other partners (e.g. Business Links, Learning & Skills Council) about how mainstream funding will be used to support particular activity.
26. The allocations of New Growth Point funding to priority projects are based on the announcement made by DCLG on 4<sup>th</sup> December 2007. For PUSH, the allocations are set out in the table below:

	2008/9	2009-11 Indicative Allocation	Total 2008-11
Revenue	£729,026	£1,020,636	£1,749,662
Capital	£6,767,542	£12,890,976	£19,658,518
Total	£7,496,568	£13,911,612	£21,408,180

27. From 1<sup>st</sup> April, NGP funding will be distributed as un-ring fenced block grant and DCLG have stated that partnerships will have full flexibility about how and when funding is used to deliver the outcomes set out in Programmes of Development. On this basis, and bearing in mind that additional sums have been held back for

distribution in 2009-11, the proposals in Appendix 8 allow for some modest over-programming. Adjustments will be made as project proposals are firmed up.

28. The second source of funding for PUSH activity is the 'core' contributions from the constituent authorities. As indicated above, this funding is primarily to support PUSH running costs. The PUSH contribution breaks down as follows:

Salaries and on-costs (employers NIC, superannuation, accommodation) Partnership Director (75%), PA (50%), Project Development Manager (100%), Executive Assistant (33%)*	**£179k
Support Services Financial and accounting support, Human Resources, ICT, democratic services and external relations	£75k
Contingency Includes administrative costs, telecommunications, travel & subsistence, conferences, training and other miscellaneous costs	£40k
<b>Total</b>	<b>£294k</b>

\* The balance of funding for these posts would be met using SEEDA and New Growth Point funding.

\*\* Figures are rounded to the nearest £1,000.

29. The Committee is asked agree that core contributions for 2008/9 should be based on a total of £300,000. This allows a small margin of flexibility on the figures summarised above. The distribution of contributions between authorities is as follows:

<b>PUSH Cost Share Model</b>						<b>Proposed 2008/9 Contributions</b>
<i>Authority</i>	<i>Population</i>	<i>Strategic %</i>	<i>Population</i>	<i>Local %</i>	<i>Weighted %</i>	
East Hampshire DC	-	0	15,191	2.0	1.0	£3,000
Eastleigh BC	-	0	116,169	12.0	6.0	£18,000
Fareham BC	-	0	107,977	11.0	6.0	£18,000
Gosport BC	-	0	76,415	8.0	4.0	£12,000
Hampshire CC	560,867	58	-	0.0	28.0	£84,000
Havant BC	-	0	116,849	12.0	6.0	£18,000
New Forest DC	-	0	68,275	7.0	4.0	£12,000
Portsmouth CC	186,701	19	186,701	19.0	19.0	£57,000
Southampton CC	217,445	23	217,445	23.0	23.0	£69,000
Test Valley DC	-	0	43,160	4.0	2.0	£6,000

Winchester DC	-	0	16,831	2.0	1.0	£3,000
<b>Total</b>	<b>965,013</b>	<b>100</b>	<b>965,013</b>	<b>100.0</b>	<b>100.0</b>	<b>£300,000</b>

30. Details of other funding to support implementation of the Plan will be updated through the course of the Business Plan period as decisions are taken and further information becomes available.

### Legal Implications

31. There are no specific legal implications. The proposals set out in the Business Plan are consistent with the terms of reference for PUSH set out in the Joint Agreement. Any issues arising in relation to specific actions, such as the implications of creating an Employment and Skills Board, would be brought to the Joint Committee at the appropriate time.

### Consultations

32. Preparation of the Business Plan has involved consultation with the various theme groups, with external partners including Learning & Skills Council, Business Links, Job Centre Plus, SEEDA, Transport for South Hampshire, the Environment Agency, GOSE and DCLG. The proposals in the Economic Development chapter have been discussed with key stakeholders in the business and HFE sector.

### Multi Area Agreement

33. As explained in a separate paper, the PUSH Business Plan is intended as the basis for developing a Multi Area Agreement. The principal focus for this is the Economic Development Chapter, but most of the remainder would feature to a greater or lesser degree. The MAA process will cement the contribution made by other partners towards the outcomes set out in this Plan. It will also explore where additional flexibilities or enabling measures could enable improved outcomes. Some of these are reflected in the present draft of the Plan; others are only now emerging in dialogue with partners, and it remains to be seen whether they will be adopted. The outcomes from the process will need to feed back into future iterations of the Business Plan.

## **CONCLUSION**

34. This version of the PUSH Business Plan is not the end of the story. It is, perhaps, the end of the beginning. 2008/9 is in many respects a transitional year for PUSH, as it moves from planning to delivery, and as further crucial work is done, particularly on infrastructure, to underpin decisions about future actions and priorities. So we will expect to keep the plan under regular review, even as it serves as the basis for monitoring delivery. Furthermore, the outcome of the MAA process may also prompt further changes. The financial position is still not fully bottomed out: funding commitments are still being secured and costs need to be more robustly validated.
35. This emphasises the point that the Plan should be a 'living' document. In a fluid and dynamic situation, no plan can be fixed, nor perfect. This version is

commended as a robust basis for proceeding into 2008/9 and setting the direction for the years beyond. Once the business plan is approved by this Joint Committee, a detailed and robust budget can be produced for the next Joint Committee.

36. The PUSH Joint Agreement requires that the Committee should recommend the Annual Business Plan to each party to the agreement and to implement the Approved Annual Business Plan in accordance with the approved budget.

37. The Committee is recommended to:

- (1) Subject to recommendation 2 below, APPROVE the Business Plan and RECOMMEND it to individual councils for their adoption;
- (2) Delegate authority to the Chairman of the PUSH Working Group (following consultation with the members of the PUSH Working Group and the Chairman and Vice Chairmen of this Committee) to fine tune, complete and finalise the Business Plan; and
- (3) Delegate authority to the Chairman of the PUSH Working Group, following consultation with the Chairman and Vice Chairmen of this Committee, to conduct negotiations on a Multi Area Agreement on the basis of the proposals in this Plan.

Approved by the Monitoring Officer	Mark Heath	Date:	04/03/08
Approved by the Finance Officer	Tom Niedrum	Date:	06/03/08

**Background Papers:** PUSH Programme of Development, 1<sup>st</sup> October 2007

**Reference Papers:** Progress Report 26<sup>th</sup> November 2007 (pjc-071126-r02-rlo);  
Progress Report 28<sup>th</sup> January 2008 (pjc-080128-r09-rlo)

Attachments 1 &2: Draft Business Plan volumes I and II.

Attachment 3: Chart: Relationship between potential SPVs and PUSH work streams

**Enquiries:**

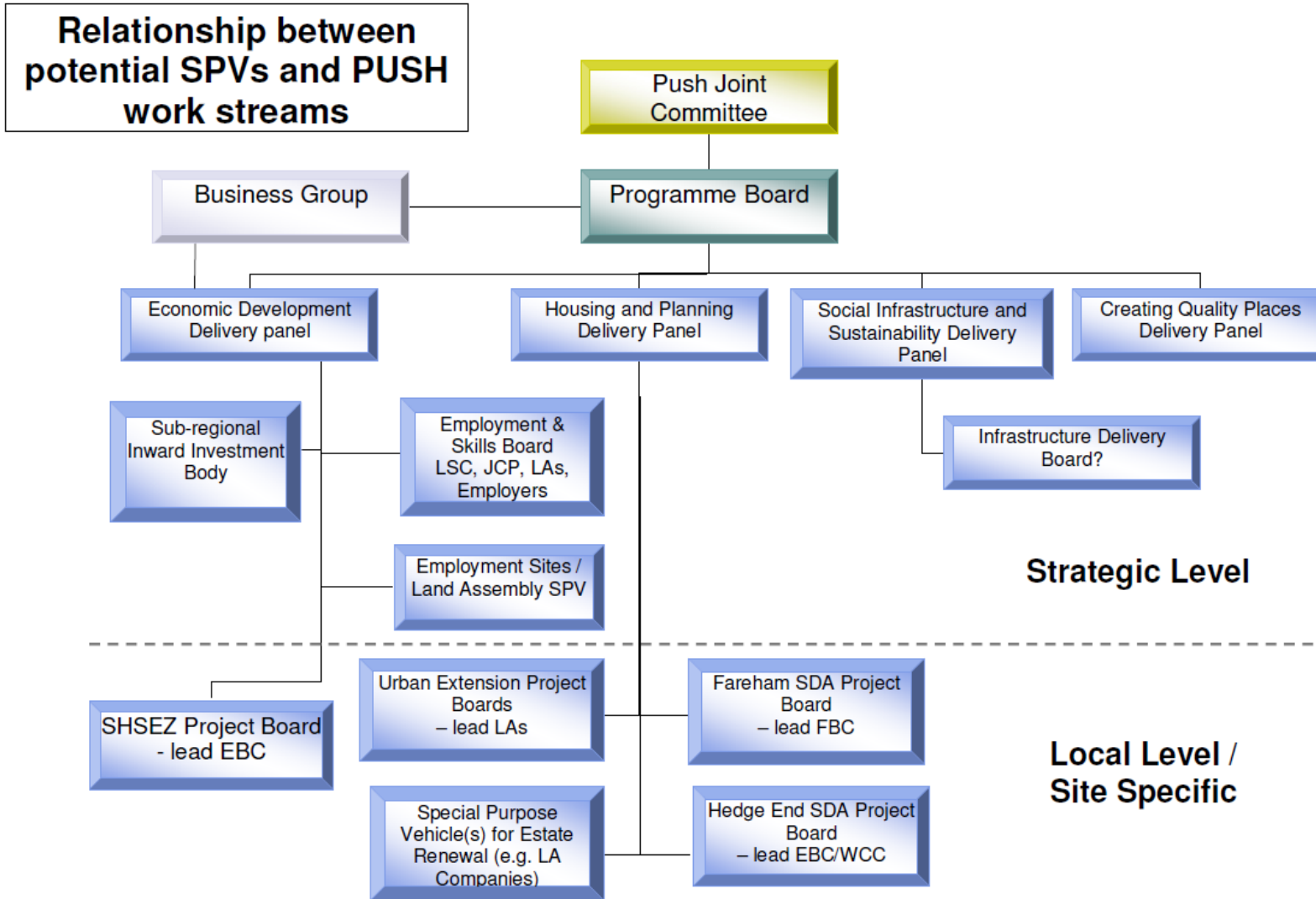
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**Attachment 3**



# ***A brighter future for South Hampshire: moving to delivery***

**PUSH Business Plan 2008-11**





# Foreword

[To be drafted for publication]



## **PURPOSE OF PLAN**

This plan has three main purposes, to:

- demonstrate the ambitious vision that we have for South Hampshire and the steps we are taking to deliver it focusing on the next three years;
- demonstrate how PUSH will be working with its partners;
- encourage investment in South Hampshire by the public and private sectors.

Delivery of the South Hampshire Sub-Regional Strategy is not the responsibility of PUSH alone: it is shared by the eleven South Hampshire local authorities individually and by other agencies and partners operating in the sub-region. This business plan sets out the actions to be undertaken by PUSH partners on a collaborative basis.

This is the first detailed business plan that PUSH has produced. It sets out in the first chapter the sort of outcomes we are seeking. We will update this later in 2008/9 and in future years but not necessarily in the same level of detail in future iterations of the plan.

Subsequent chapters are about what we are intending to achieve in the next three years, working with our partners, and what we propose to spend. Each themed chapter has an associated action plan. As is evident from the text, our resourcing is not yet fully in place and, as well as marshalling relevant funding streams as decisions and information become available, one of our key actions over the period is to develop innovative financing options. Some of these themes are underpinned by :

- separate business plans and strategies: for example, the Sub-Regional Housing Strategy and Transport for South Hampshire's business plan;
- a detailed monitoring framework such as project delivery timetables for each strategic development delivering housing which, for reasons of space, are not included in this plan.

The plan is in **two volumes**: the first sets out our proposals and provisional summaries of resources; the second (Appendices) is a more technical document containing detailed actions plans designed principally for PUSH's own use. This plan is a public document but it is intended principally for use as a working document for PUSH and its partners.

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# 1 OUR VISION AND OUTCOMES

- 1.1 Over the next 20 years, South Hampshire will gain renown as an area offering prosperity and a high quality of life for residents, as a location of choice for growing businesses, as a major centre of excellence in innovation and technology enabling smarter and more sustainable growth, and as a place where the benefits of growth are shared by all sectors and communities. This brighter future will be based on a strengthened economy. Our two cities of Southampton and Portsmouth, each with their own character and strengths, will drive economic growth and physical renewal. We will be strengthening existing communities and broadening the types and range of housing available to meet the needs of the sub-region. We will enhance the quality of life by conserving and enriching our natural and historic environment.
- 1.2 This is a vision shared by the 11 local authorities<sup>1</sup> that make up the Partnership for Urban South Hampshire (PUSH), together with other public agencies and partners from all sectors working with us. PUSH's key objectives can be summarised as follows:
- promoting economic success by seeking to create a diverse economy where business, enterprise and individuals can flourish, underpinned by modern skills;
  - providing the homes we need in sustainable communities;
  - building more cohesive communities and reducing inequalities, closing the gap between deprived areas and the economic performance of PUSH sub-region;
  - investing in infrastructure and sustainable solutions;
  - promoting a better quality of life by safeguarding our environment and investing in our urban areas.
- 1.3 Our approach is one of managed, conditional growth. To be sustainable, housing and economic growth need to move in step, underpinned by the requisite infrastructure. This approach is woven into these objectives and underpins the main themes of this business plan, which are set out below and developed in more detail in the following chapters and appendices. The plan sets out the main initiatives with which we will make progress in the three years starting April 2008. This is a long-term endeavour – lasting at least until 2026 – and the primary aim is to set out what we are going to do in the short-term to lay the foundations for the future.

## **Promoting economic success**

- 1.4 PUSH's sub-regional strategy is economic-led and economic growth is the main driver for sustainable development. The sub-region has a sound economy but it is lagging behind the South East and under-performing in relation to its potential. For example, in relation to the regional average:

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<sup>1</sup> The eleven local authorities that are members of PUSH are the unitary authorities of Portsmouth and Southampton, the borough councils of Eastleigh, Fareham, Gosport, Havant and Test Valley, the district councils of East Hampshire and New Forest, and Hampshire County Council.

- productivity in South Hampshire is more than 9% below average measured by gross value added (GVA);
- average weekly earnings are 8.5% lower;
- the proportion of the workforce qualified to degree level is 5% below the South East average;
- new VAT registrations (42.7 per 10,000 population), a measure of business enterprise, are a third lower (63.9 for the rest of Hampshire, 59.2 for the South East).

1.5 Our strategy is therefore to reinforce the economies of Southampton and Portsmouth as the anchors of the sub-region, together with their surrounding areas; strengthen our skills base; promote our strongest business sectors and tackle under-performance in others. We have some world-class businesses in South Hampshire and we want to ensure leading-edge support and infrastructure (including ICT connectivity) to enable them to compete effectively in global markets. We want to increase inward investment and ensure that we have the right supply of sites and premises to provide for business expansion. By focusing on skills and overcoming barriers to employment and enterprise, we want to break down the ‘pockets’ of disadvantage still present in some of our communities and enable all residents to enjoy greater prosperity and the benefits of regeneration.

#### **Economic outcomes**

- Over the period 2006-26, raise Gross Value Added (GVA) from 2.75% per annum to 3.5%.
- Create 59,000 net new jobs, particularly in key knowledge based sectors such as advanced manufacturing, business services, creative industries and logistics.
- Provide 2 million square metres of new employment space fit for modern business needs including more space for expansion and new high-grade sites for commercial and industrial development, including a new location at SHSEZ.
- More innovation and business start ups, improved productivity and effective support to growing companies, building on sectors where we excel, especially in higher value-added knowledge-based businesses.
- Improved skills throughout the workforce particularly in those sectors where skills deficits are most acute.
- Increase economic activity by improving the skills and employability of people currently outside the job market .
- Increased inward investment from both domestic and international companies.
- A stronger support sector, in relation for example to retailing and commercial services, so as to underpin the attractiveness of the sub-region to new and expanding businesses.
- Closing the gap in those areas which are lagging behind the sub regional average and holding back the performance of the sub region as a whole.

## Transport infrastructure

- 1.6 Effective transport is one of the preconditions for economic growth in South Hampshire. The sub-region has many strengths in transport terms: a network of strategic roads, good rail links to London and the rest of the South East, an expanding airport and two thriving ports dealing with both commercial and passenger traffic. But we have complex journey to work patterns that reflect the multi-centred geography of South Hampshire and significant congestion issues.
- 1.7 Transport for South Hampshire (TfSH) is PUSH's partner in delivering transport improvements<sup>2</sup>. We know that, as with other growing areas in England, the continued growth in car traffic is unsustainable and that we cannot build our way out of trouble by constructing more roads. To meet even existing trends in traffic growth would require 5 lane motorways to be built by the 2020s and this is neither financially viable nor environmentally desirable.
- 1.8 TfSH's strategy is therefore to seek to *reduce* the demand for car travel, *manage* existing transport provision better, and *invest* in a targeted way in those projects that deliver most in support PUSH's economic objectives and adequately serve new development.

### Transport outcomes

- Reduced reliance on the car as the travel mode of choice.
- Improved management of the road network to optimise its effectiveness.
- New and improved junction capacity on strategic highways to access major employment sites such as SHSEZ and new communities being developed.
- New and improved public transport networks, including a bus rapid transit system, to link new and existing communities.
- Better rail links within the sub-region and increased use of rail to deliver fast and efficient services both for passengers and commercial traffic.
- Better information systems to allow travellers to make more informed choices.
- Integrated transport to enable travellers to make joined-up journeys without resort to using a car.
- A freight strategy to enable economic needs to be met in a sustainable manner.

## Sustainability and infrastructure

- 1.9 One of the constraints on the economy of South Hampshire is that non-transport infrastructure improvements have not kept pace with development in South Hampshire and there is a consequent backlog of investment. Southampton and Portsmouth have a long history of urban development and some of the cities' infrastructure is now tired and needs to be renewed. We need to regenerate areas, mainly in the two cities and other urban areas that are holding back their economic prosperity. Getting the right community and social infrastructure in place, both in regeneration and new communities, is crucial.

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<sup>2</sup> Transport for South Hampshire (TfSH) comprises the three strategic transport authorities in South Hampshire - Portsmouth City Council, Southampton City Council and Hampshire County Council. TfSH is the core of the Solent Transport Partnership, involving a wide range of transport stakeholders.



- 1.10 Climate change is a major challenge, not least because South Hampshire is a coastal area some of which is at risk from rising sea levels and increased storm surges. Moreover, environmental standards have risen such that some infrastructure is no longer fit for purpose.

<b>Sustainability and infrastructure outcomes</b>
• Sustainability will be at the heart of our agenda. We will develop a strategy to mitigate and adapt to the potential effects of climate change.
• Social infrastructure – schools, healthcare, law and order etc – that meets the needs of the community and enhances quality of life and opportunity.
• Green infrastructure that is accessible to users and improves the biodiversity of the sub-region.
• Reduced abstraction and consumption of water and a water management infrastructure operating to European standards.
• Improved flood defences to the appropriate standards that will provide better protection to existing, growing communities.
• Increased use of renewable power sources, for example CHP. The current target is that 100MW of energy should be provided from renewable resources by 2016.
• Waste recycling and recovery facilities that minimise the impact of waste on the environment.
• Regeneration and productive use of brownfield sites, many a legacy of past industrial activity.

### **Providing homes to support economic growth**

- 1.11 Providing the homes we need is not just about building more homes in the area. It is also about getting the most out of the existing stock and ensuring that it is in good condition. Our aim is to secure:
- balanced and sustainable communities including providing homes for families through the PUSH area;
  - homes of the right standard. The South Hampshire Housing Strategy includes the target that all of the social housing stock should be 100% decent by 2010;
  - housing that is affordable. Our strategy is that up to 40% of new homes should be affordable, of which 65% should be for rent;
  - a suitable place to live for the less advantaged in the community. South Hampshire housing authorities are committed to reducing the numbers in temporary accommodation by 50% by 2010 and to have no more than 1,054 households in temporary accommodation.
- 1.12 We are committed to the delivery of 80,000 additional homes in the period 2006-2026 to facilitate the economic expansion of the area.

### Housing and planning outcomes

- A *balanced* housing supply with the right kinds of homes in the right numbers in the right places.
- Greater opportunity for people to buy their own homes.
- Delivery of an average 4,000 new homes each year in line with the PUSH housing trajectory.
- Renewal of major estates, notably in Southampton and Portsmouth, to improve and diversify the stock, provide additional dwellings and help reduce concentrations of deprivation.
- Two new mixed communities of sustainable homes in our Strategic Development Areas to be completed by 2026.
- Delivery of major housing and mixed development schemes including urban extensions that will start to deliver new homes by 2010/11.
- The existing housing stock to be decent and fit for purpose.
- New homes built sustainably, initially to at least level 3 of the Code for Sustainable Homes. Government policy is to move to level 6 by 2016.
- A coherent set of up-to-date Local Development Frameworks to enable PUSH to be planned in an integrated way.

### Creating quality places

- 1.13 PUSH aspires to make South Hampshire an exciting and rewarding place to live and work. Quality of life in both existing and new communities depends not just on houses, jobs and transport. It also depends on the availability of the right facilities, about feeling safe and being in a pleasant, well-designed built environment that has adequate provision to meet the leisure and recreation needs of residents. All communities should have a distinct identity, a feeling of 'place', shaped by the facilities and services they offer, by the local character, culture and heritage, and by the environment within which they sit.
- 1.14 Our sub-region has superb natural and historic assets, and a strong heritage and cultural base. Our strategy is to plan for the sub-region in a way that recognises the relationships between the urban fabric and the natural environment, and retains a sense of place.

### Creating quality places outcomes

- Good design. This will be at the top of our agenda to create a sense of place in every new development and regenerated community.
- An enhanced and thriving natural environment that maintains the integrity of important sites and habitats, provides an accessible network of green spaces and maintains separation between settlements, and the distinctiveness of communities.
- Enhanced quality of life through a diverse and vibrant cultural and sporting offer, using culture and heritage to create a sense of identity and distinctiveness.
- A thriving creative businesses sector and a healthy visitor economy.

## **Priorities**

1.15 PUSH works with partners in the public and private sectors to deliver shared objectives. Our spending priorities through the business plan period will be:

- developing the economic agenda. With partners, we will prioritise the South Hampshire Strategic Employment Zone, and initiatives such as learning and skills;
- providing for continuity of housing delivery. This means bringing forward urban sites and regeneration initiatives, resourcing preparatory work on the urban extensions and the two Strategic Development Areas, and keeping to milestones in the preparation of Local Development Documents;
- enabling transport projects that support any of the above. In the plan period, we will invest in measures that support non-car travel and reduce congestion;
- preparing non-transport infrastructure projects that are likely to come to fruition over the longer term;
- measures to create quality places, and improve the quality of existing communities.

1.16 Each chapter of this Business Plan sets out priority actions, which are set out as high-level action plans in Appendices 2 to 7. Appendix 8 identifies some of our funding priorities, notably for utilising New Growth Point funding. The priority actions are banded into three categories:

Category 1 – actions that are vital to the success of our strategy and require action in the short term

Category 2 – actions that are important to the delivery of our objectives and require action in the short to medium term

Category 3 – actions that will contribute significantly to delivery of our objectives are require action in the medium term and/or subject to availability of resources.

## **Gearing up for delivery**

1.17 Much of what PUSH seeks to achieve will be accomplished by sharing common objectives and achieving better coordination with partner agencies, such as Job Centre Plus, Learning and Skills Councils, Business Links, SEEDA and Transport for South Hampshire. We will be seeking better engagement with business and with our universities, including through the creation of a Business Group to provide advice to PUSH.

1.18 PUSH is also evolving its own structures to support a stronger focus on delivery. This includes establishing a number of delivery panels comprising representatives from local authorities and other partners, charged with overseeing the implementation of a thematic chapter in this plan. A newly-configured Programme Board will coordinate the overall work programme and monitor progress.

- 1.19 PUSH is developing a Multi Area Agreement (MAA) covering key elements of this Business Plan, together with relevant parts of Transport for South Hampshire's business plan. Negotiation of the MAA will be an iterative process reaching into the first quarter of 2008/9 to establish the first version.



## **2 ECONOMIC DEVELOPMENT**

- 2.1 Since the mid 1980s, South Hampshire’s economic growth rate has been above the national growth rate but consistently below that of the South East region as a whole. In terms of GVA per employee, South Hampshire lags behind both the South East and Great Britain. There are also considerable disparities within South Hampshire, with GVA per employee in the cities 92% of that in the rest of the sub-region, and 87% of the South East average. This is caused by a number of factors including the industrial structure and low levels of enterprise, innovation and skills.
- 2.2 Strengthening the economy of the sub-region so as to match the rest of the South East by 2026 is therefore PUSH’s principal objective. But we are not seeking economic growth at all costs. PUSH is committed to an approach that balances GVA growth with maintaining a high quality of life for residents, social inclusion and environmental sustainability. This is not just about closing the gap between South Hampshire and the rest of the South East, but also about reducing economic deprivation and inequality within South Hampshire. There remain concentrations of severe deprivation in the two cities, Havant and Gosport: Southampton is ranked in the 20% most deprived authorities for income and employment, whilst Portsmouth has a similar ranking for the local concentration of deprivation. Our economic goals will only be achieved if we also achieve regeneration goals, particularly by raising levels of economic activity and the skills of residents, both those who are employed and those currently outside the jobs market. We have a tremendous opportunity to break decisively into the cycle of deprivation, otherwise these same issues will be challenging our communities in 20 years’ time.
- 2.3 This chapter draws upon a separate Economic Development Strategy for the sub-region. The strategy takes a long-term perspective; this Business Plan focuses on actions to be initiated over the period to 2011.

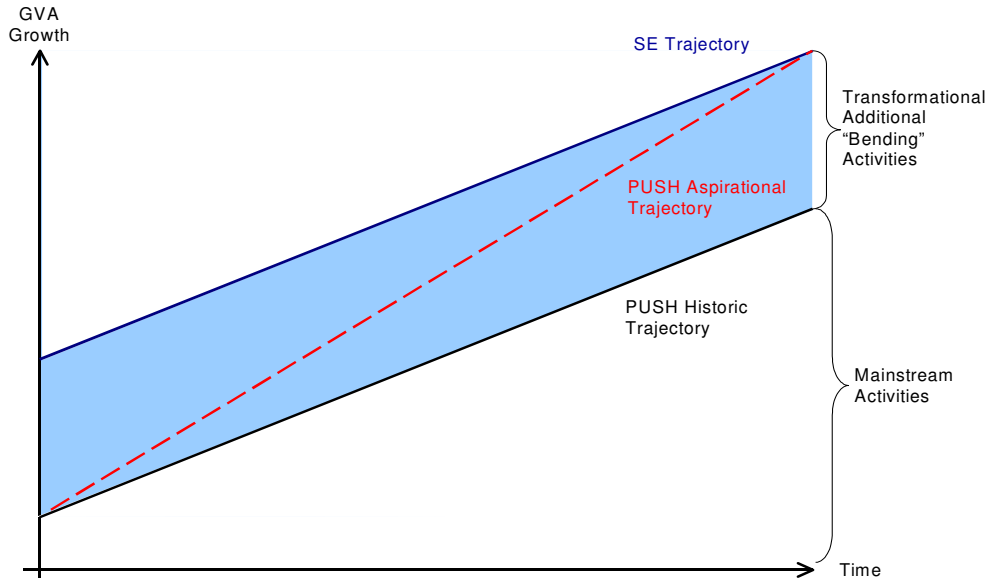
### **Strategy**

- 2.4 Our economic aspirations can be summarised as follows:

	<b>2006-2011</b>	<b>2011-2016</b>	<b>2016-2021</b>	<b>2021-2026</b>
GVA growth	2.75%	3.0%	3.25%	3.5%
Productivity	2.0%	2.4%	2.6%	2.7%
Employment	+18,000	+14,000	+13,000	+14,000

- 2.5 In order for South Hampshire to close the gap on the South East and achieve a GVA growth rate of 3.5% p.a., the rates of growth in the sub-region need to outperform both the UK (predicted 2.75%) and the South East (predicted 2.9%). This will require a step change in performance. This business plan does not set out to detail existing “mainstream activities” of partner organisations – Learning and Skills Councils, Job Centre Plus, Business Links and local authorities (through economic development and regeneration teams) – which would take place regardless. Rather, it sets out the transformational, additional actions and opportunities to “bend” existing plans and programmes to support PUSH aims and deliver the step change.

2.6 Figure 2 illustrates this issue diagrammatically. The business plan focuses on the activities which will deliver growth in the shaded area and identifies the resources, whether additional or bending mainstream, necessary to fund the aspirational trajectory and transformation.



2.7 The strategy is based around four key themes, overlaid with six cross-cutting issues. These are set out in more detail below.

**Strategy Structure**



**Key themes and priority actions**

2.8 **Skills & Labour Market:** Developing the workforce is vital to underpinning our growth aspirations whilst improving the quality of life for all our residents. This will

include both ensuring new entrants to the workforce have adequate skills and that the existing workforce is able to continually improve their skill levels. In particular, we need to raise the numbers of residents attaining higher level skills (NVQ2, 3 and 4+). Combined, these will support higher productivity and the achievement of higher levels of economic growth. The public sector needs to ensure skills support is aligned to deliver the scale and type of skills required. This will require much closer working with the private sector.

- 2.9 In addition, we need better coordination to engage with those in our communities currently excluded from the workforce. Over a fifth of the ‘super output areas’ in the PUSH area rank in the worst 20% nationally in relation to education, skills and training, and this is reflected in levels of employment amongst residents in these areas. In these pockets of deprivation, residents face multiple barriers to working including health, skills and family responsibilities. We must bring together all the appropriate agencies in multi-agency delivery teams to provide effective support to these people in order that they are enabled to participate in the economy and reflecting the wider emphasis in national policy on a more personalised approach to service delivery.
- 2.10 There is already significant capital investment in our schools and colleges, and PUSH partners will be exploiting the opportunity of better facilities to review their training provision. Equally, we will want to look for ways to support initiatives to tackle low achievement in schools so as to ensure that our future workforce is given full opportunity to access relevant learning and develop skills important to the sub-region in the future. Currently, school attainment (measured as 5+ A\*-C grades at GCSE) is 45.3% in Gosport, 48.4% in Southampton and 47.5% in Portsmouth compared with the national average of 58.5% and South East average of 59.5%<sup>3</sup>.

Priority Actions	Priority
<b>SLM1 Create an ‘employment &amp; skills board’ to provide coordinated leadership</b>	
<ul style="list-style-type: none"> <li>Investigate productivity benefits and employment impacts of creating an ‘employment &amp; skills board’.</li> </ul>	1
<ul style="list-style-type: none"> <li>Create a working group to put in place a structure and terms of reference for the new board.</li> </ul>	1
<ul style="list-style-type: none"> <li>Investigate the possibility of controlling local funding for skills and employment support to provide sub-regional flexibility based on London model.</li> </ul>	1
<b>SLM2 Develop and implement the PUSH Adult Learning &amp; Skills Strategy</b>	
<ul style="list-style-type: none"> <li>Detailed actions to be based on outcomes from Learning &amp; Skills Strategy tbc</li> </ul>	2
<b>SLM3 Engage and up-skill the resident working age population</b>	
<ul style="list-style-type: none"> <li>Investigate the potential for a greater multi-agency collaboration covering health, employment, skills, etc.</li> </ul>	1
<ul style="list-style-type: none"> <li>Public sector bodies to sign up to skills and employment pledges to demonstrate benefits to private sector.</li> </ul>	2
<ul style="list-style-type: none"> <li>Pilot the skills pledge in at least three volunteer authorities with associated training support through Train to Gain.</li> </ul>	2

<sup>3</sup> 2005-06 figures, Office for National Statistics



<b>SLM4 Increase graduate retention</b>	
<ul style="list-style-type: none"> <li>Promote effective and targeted marketing of South Hampshire and its quality of life offer to new graduates, including appropriate housing and leisure facilities as well as good employment opportunities.</li> </ul>	2
<ul style="list-style-type: none"> <li>Improve the links between our universities and businesses. This will enable businesses to influence the skills graduates develop making them more employable, and provide a clearer route for businesses to make known employment opportunities to students/graduates.</li> </ul>	1
<b>SLM5 Improve skills infrastructure and provision</b>	
<ul style="list-style-type: none"> <li>Support the college rebuilding programme.</li> </ul>	2
<ul style="list-style-type: none"> <li>Support the Education Authorities and their partners in the development of school infrastructure through the Building Schools for the Future initiative.</li> </ul>	2
<ul style="list-style-type: none"> <li>Address provision in key areas of deficit identified in the Adult Learning and Skills Strategy</li> </ul>	1
<b>SLM6 Tackle low achievement in our schools</b>	
<ul style="list-style-type: none"> <li>Recognise the importance of tackling low achievement in schools and support the Education Authorities in the development of initiatives with schools and other partners to address this problem.</li> </ul>	1
<b>SLM7 Develop specific sector focused skills strategies and interventions</b>	
<ul style="list-style-type: none"> <li>Research into retail sector underway</li> </ul>	1
<ul style="list-style-type: none"> <li>Further investigation required in respect of all other key sectors.</li> </ul>	1

2.11 **Enterprise, Innovation & Business Support.** Enterprise and innovation are key drivers of productivity and economic growth and South Hampshire currently has a low level of new company formation. This theme is about getting a better understanding of the business needs of our key sectors and then target support in the way *they* need. Some of this is about better coordination and customer focus by the delivery agencies but we want to look at specific initiatives that will strengthen knowledge transfer from PUSH's four universities and encourage spin-off enterprise, building on the work of Solent Synergy.

2.12 We also want South Hampshire to be one of the best connected parts of the UK in terms of access to ICT, wireless and broadband infrastructure to support businesses to compete in global markets, to facilitate growth and to attract new business investment in South Hampshire. There is potential for South Hampshire to be at the cutting edge of the environmental technologies sector, contributing both to the economy and supporting sustainability objectives, for instance relating to renewable energy and sustainable construction (see also chapter 4).

Priority Actions	Priority
<b>EIBS 1 Understand the needs of our key sectors and clusters.</b>	
<ul style="list-style-type: none"> <li>Investigate the requirements of our key sectors and clusters including: sites and premises, transport and communications infrastructure, business support etc.</li> </ul>	1
<ul style="list-style-type: none"> <li>Develop and implement a strategy to enable key sector growth.</li> </ul>	2
<b>EIBS2 Ensure knowledge exchange and innovation are at the centre of economic development.</b>	
<ul style="list-style-type: none"> <li>Include our universities in PUSH economic development leadership</li> </ul>	1
<ul style="list-style-type: none"> <li>Explore the possibility of a science &amp; innovation campus in South</li> </ul>	3

Hampshire	
<ul style="list-style-type: none"> <li>• Broker knowledge exchange between universities, businesses and research centres (in all directions) through creating a more effective conduit through Solent Synergy.</li> </ul>	2
<ul style="list-style-type: none"> <li>• Establish a Solent Festival of Innovation based on the Portsmouth Festival of Innovation model.</li> </ul>	2
<ul style="list-style-type: none"> <li>• Develop a specific focus on the environmental technology and services sector to support and encourage sustainable development through R&amp;D, knowledge exchange and business support mechanisms. This will include increasing our capacity to support businesses in the area of sustainable practices.</li> </ul>	2
<b>EIBS3 Improve the coordination of business support across South Hampshire.</b>	
<ul style="list-style-type: none"> <li>• Focus support through intensive assistance to priority sectors, clusters and inward investors (see also action II2).</li> </ul>	1
<ul style="list-style-type: none"> <li>• Promote international trade to broaden the markets of South Hampshire businesses through both encouraging first time exporters and supporting the development of existing exporters to grow their markets.</li> </ul>	2
<ul style="list-style-type: none"> <li>• Secure resources to increase the volumes of business support available and enable increased penetration.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Improve access to finance for SMEs.</li> </ul>	2
<ul style="list-style-type: none"> <li>• Promote ICT take up.</li> </ul>	2
<b>EIBS4 Deliver leading edge ICT infrastructure.</b>	
<ul style="list-style-type: none"> <li>• Form a senior level working group to provide coordinated leadership in developing leading edge ICT infrastructure and responding to the opportunities of new technologies.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Use the planning system (LDF policy and Section 106 agreements) to improve the ICT infrastructure by demanding that new developments incorporate state of the art technology infrastructure. (see also SP3)</li> </ul>	2
<ul style="list-style-type: none"> <li>• Support eHampshire in efforts to improve ICT infrastructure</li> </ul>	2
<b>EIBS5 Develop an enterprising culture.</b>	
<ul style="list-style-type: none"> <li>• Develop and implement an enterprise culture strategy for South Hampshire to change attitudes toward starting or running a business.</li> </ul>	2
<ul style="list-style-type: none"> <li>• Support social enterprise development through establishing a 'centre of excellence in social enterprise'.</li> </ul>	3
<b>EIBS6 Improve access to public sector procurement.</b>	
<ul style="list-style-type: none"> <li>• Review public sector procurement rules and assess where we can adjust processes allow better access to SMEs</li> </ul>	1
<ul style="list-style-type: none"> <li>• Support SMEs to collaborate to bid for contracts</li> </ul>	1
<ul style="list-style-type: none"> <li>• Raise awareness of support to SMEs to improve competitiveness and tendering skills</li> </ul>	1
<b>EIBS7 Develop Business Improvement Districts (BIDs).</b>	
<ul style="list-style-type: none"> <li>• Promote the creation of BIDs across the whole of South Hampshire</li> </ul>	3

2.13 **Business retention and Inward investment.** With two major ports and an international airport, South Hampshire is well placed to exploit the opportunities of international trade; but it has been relatively unsuccessful in attracting inward investment. To deliver economic growth it is vital that investment in businesses grows, and that we retain and support local businesses. PUSH and its partners are committed to raising the game on Inward Investment, including more dedicated

development capacity, better support and after-care services to encourage relocating companies to grow, and exploring branding and marketing potential.

Priority Actions	Priority
<b>II1 Create a sub-regional inward investment body.</b>	
<ul style="list-style-type: none"> <li>Establish a senior executive level working group to establish feasibility and take first steps.</li> </ul>	2
<ul style="list-style-type: none"> <li>Develop strong links with the SEEDA regional inward investment team and activities of the sub-region's universities internationally to capitalise on existing mechanisms to attract international investors.</li> </ul>	1
<ul style="list-style-type: none"> <li>Work with sector consortia to increase inward and indigenous investment activity in our key sectors and clusters.</li> </ul>	2
<ul style="list-style-type: none"> <li>Task the new body with identifying South Hampshire's key unique selling points (USPs), the development of a PUSH wide commercial property database and creation of promotional materials.</li> </ul>	2
<b>II2 Expand inward investment aftercare services</b>	
<ul style="list-style-type: none"> <li>Appoint a second Investor Development Manager for Hampshire</li> </ul>	1
<ul style="list-style-type: none"> <li>Prioritise major inward investors for focused business support as part of an aftercare support programme (linked to EIBS2)</li> </ul>	2
<b>II3 Improve engagement with the business community.</b>	
<ul style="list-style-type: none"> <li>Build stronger relationships with intermediaries (e.g. banks, accountants and lawyers) to ensure joined up support to potential inward investors.</li> </ul>	2
<ul style="list-style-type: none"> <li>Develop a South Hampshire ambassadors programme to use existing business leaders to promote the sub-region externally.</li> </ul>	2
<ul style="list-style-type: none"> <li>Work with existing businesses to enable further investment in the South Hampshire area</li> </ul>	2

2.14 **Sites and premises.** PUSH already has plans to develop a new employment hub at the South Hampshire Strategic Employment Zone (SHSEZ), delivery of which is of the highest priority. We will also be seeking to strengthen the availability of suitable sites and premises across the sub-region, including the proposed two new strategic development areas. We will seek to strengthen the ICT infrastructure with commercial providers. The approach PUSH will take is to understand the needs of new and growing businesses in key sectors and try to support their growth with appropriate physical infrastructure. This work stream will also involve collaborative working with local planning colleagues (see chapter 5, page 40).

Priority Actions	Priority
<b>SP1 Understand future demand and how it should be met.</b>	
<ul style="list-style-type: none"> <li>Investigate further: the link between economic development and planning; the demand for start-up and move on space; the demand for B8/logistics space; the implications of institutional demand (i.e. non traditional employment uses); and research into demand by typology (waterfront, city centre, motorway) rather than Use Class.</li> </ul>	1
<ul style="list-style-type: none"> <li>Ensure links between inward investment and land use plans are made.</li> </ul>	2
<b>SP2 Ensure the delivery of key employment sites (see also HP3).</b>	
<ul style="list-style-type: none"> <li>Investigate the creation of a special purpose vehicle (SPV) to increase our strategic influence over the development of sites through land assembly and ownership.</li> </ul>	1

• Provide resources by recycling investment gains into PUSH wide identified needs.	2
• Deliver the South Hampshire Strategic Employment Zone (SHSEZ).	1
<b>SP3 Create sustainable SDAs.</b>	
• Research the economic development role of SDAs in order that they make a valuable contribution to sustainable economic growth.	1
• Investigate the possibility of homeworking hubs within SDAs to reduce levels of out-commuting.	2
• Include leading edge ICT infrastructure within SDAs (refer to EIBS3).	2
<b>SP4 Support the key sectors and clusters through provision of appropriate sites and premises. (This will be delivered through SP1 and SP2).</b>	

### Addressing cross cutting issues

- 2.15 **Supporting Key Sectors and Clusters** – we have a number of key sectors and clusters which are either of critical importance to our economy now, or have the opportunity to support our ambitions for growth in the future. PUSH will support further work to define business clusters and how best to support them (e.g. SLM7, EIBS1).
- 2.16 **Engaging the Business Community** – a large proportion of economic growth is driven by the private sector, so it is vital that it is involved in economic policy and the actions to deliver this. We must work more closely with the business community of South Hampshire. PUSH is creating a Business Group to lead engagement and provide advice to the Partnership (see chapter 7, PUSH1).
- 2.17 **Improving Coordination of Public Sector Activity** – to simplify our offer to the private sector, learn from best practice, reduce duplication and costs and increase the level of impact. Through improved communication we will ensure that our planning for future developments is integrated and public sector agencies can structure their individual business plans appropriately (e.g. SLM1, EIBS3).
- 2.18 **Ensuring Capacity to Deliver** – as well as dedicated capacity to lead implementation of the Economic Development Strategy, which will be supported by SEEDA, we will also look at how we can restructure existing partnerships and delivery mechanisms to provide more appropriate models for working sub-regionally.
- 2.19 **Sustainability** – economic growth cannot be at all costs. PUSH’s work on sustainability and quality of place will both contribute economic value, by enhancing South Hampshire’s natural, social and cultural assets, and ensure growth is sustainable (see chapter 6).
- 2.20 **Equality & Targeting** - our aspirations must be delivered in a way that is inclusive and provides opportunity for all. In order to be sustainable the strategy is underpinned by maximising the contribution of our existing resident population, through engaging with the economically inactive and upskilling our working age population, targeting activity in those sectors and communities that require most support (e.g. SLM3, SLM6, EIBS5).

**Resources**

2.21 For the most part, the actions identified – many of which will continue over the longer term – will be resourced by PUSH partners from their own resources. Specific funding commitments and bids are identified in Appendix 2.

<b>Summary</b>		<b>£000</b>	
<b>Activity</b>	<b>Funding Source</b>	<b>2008-9</b>	<b>2009-11</b>
Skills & labour market	SEEDA, JCP, LSC, LAs	200	Not quantified
Enterprise, innovation & business support	SEEDA, LAs, Business Links, LSC	3,622	2,884
Inward investment & business retention	LAs	Not quantified	Not quantified
Sites & Premises	LAs, SEEDA	455	1,210
<b>Total</b>		<b>4,277</b>	<b>4,094</b>

### **3 TRANSPORT INFRASTRUCTURE**

- 3.1 Transport for South Hampshire (TfSH) is PUSH's partner in delivering economic and housing growth in the sub-region and addressing the existing transport requirements. It is the delivery agent for sub-regional transport projects, programmes, policies and operational matters. The transport partnership has its own business plan and this chapter summarises its strategy and a number of key proposals on which TfSH will be working with PUSH in order to implement the PUSH vision.
- 3.2 Despite investment in new highways in recent years, the demand for highway capacity has consistently exceeded the rate of supply. Indeed, this growth in demand is making things worse. Peak hour congestion is commonplace and incidents can lead to widespread disruption. Traffic studies have shown that an 'invest only' policy designed to meet even existing trends would need long stretches of five lane motorway in South Hampshire by 2026 as well as massive investment in local roads and supporting infrastructure. Such an approach is neither practical nor deliverable. A new approach, which emphasises a reduction in the need to travel, better public transport options and improved management to optimise use of the network, as well as selective and targeted investment in additional road capacity, is the basis of the TfSH/PUSH strategy.
- 3.3 TfSH therefore proposes a range of measures aimed at reducing the need to travel and managing the transport networks. But of themselves, these will not resolve the problems of access and congestion in this growing sub-region. Targeted investment in major transport infrastructure is an important step towards meeting the demands of the South East Plan and the pressures on South Hampshire but equally, on its own, it will not deliver the necessary solutions. TfSH's strategy is therefore to use all three approaches – *reduce, manage and invest* – to deliver solutions.

#### **The Transport for South Hampshire Strategy**

- 3.4 PUSH will be helping TfSH to deliver reductions in the need for travel through spatial planning, locating homes, employment and retail services to reduce the travel distance for regular journeys. We can encourage more walking and cycling, particularly for journeys to work and school. Safer Routes to School projects from the highway authorities are already reducing the impact of the school run. We will continue to encourage Workplace and Personal Travel Planning initiatives.
- 3.5 The critical strategy is to ensure that public transport is available within new developments to offer a viable alternative to using the car. We want to develop a Bus Rapid Transit network to serve the North Fareham SDA and the wider South East Hampshire. Bus operators will also be encouraged to develop premium, high quality networks to provide people with better travel choices and to serve the new developments.
- 3.6 The transport networks (rail and road) need to be well-managed if their performance is to be optimised. Highway improvements and new technology will be deployed where these will eliminate bottlenecks and so increase the capacity of the wider

network. Some measures to manage the demand for transport may be unpopular but will be necessary for the transport improvements to be effective.

- 3.7 We will be seeking to enhance the use of rail to help meet local transport needs. The rail operators have potential to improve train services into and between Southampton and Portsmouth, so as to enhance the use of the sub-regional rail network for local commuting. TfSH are working with rail industry partners to meet the challenges of traffic growth.
- 3.8 Capital investment will be required on the strategic road network. Some junctions on the M27 are already subject to capacity constraints and need traffic management. Investment to improve junction and carriageway capacity will be vital but there remains a limit to the amount of additional traffic that the strategic highway system can accommodate. Area traffic management systems on both motorways and other roads, supported by on road and off-road information will be essential. All of this will be a serious challenge because much of the residential and economic growth will feed onto the M27, M3 and A3(M) corridors.
- 3.9 From 2016 there will be greater need for new transport infrastructure to support development in new communities and these will place greater pressure on the existing network. Transport reduction and management measures must be in place concurrently with development if a new, sustainable, approach to meeting travel demand is to be successful. All of this will require planning and investment.
- 3.10 The approach to transport interventions, through the *reduce-manage-invest* strategy is consistent with the Government's recently published discussion paper 'Towards a Sustainable Transport System'. This pulls together the Stern Review<sup>4</sup> with its challenge to cut emissions of CO<sub>2</sub> and the Eddington Report<sup>5</sup> with its links between transport and economic vitality. It is intended to guide transport investment decisions for the year 2014 and beyond. The document proposes five goals, which are entirely consistent with PUSH aspirations, to:
- maximise economic competitiveness and productivity through making the best use of existing networks, targeting infrastructure investment, particularly to international gateways and pinch points and prioritising the delivery chain;
  - address the causes of climate change;
  - protect safety, security and health;
  - improve quality of life; and
  - promote greater equality of opportunity.

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<sup>4</sup> HM Treasury (October 2006) *Stern Review: the economics of climate change*.

<sup>5</sup> HM Treasury (December 2006) *The Eddington Transport Study*.

**Actions**

3.11 The Implementation Plan for the South East Plan contained a long list of transport interventions and schemes across South Hampshire that would require investment to meet the needs of the Plan. Priority for funding can only be justified on the basis of affordability and a robust evidence case. As a consequence, consultants were engaged in 2007 to review the list and identify the most deliverable schemes, based upon the regional criteria, that would stand the best chance of securing the support of the Regional Transport Board for funding from 2016 onwards. The prioritisation methodology sought to follow SEERA’s approach to assessment with three broad factors being considered, namely *compliance* with the South East Plan; *value* for money; and deliverability.

3.12 This work has concluded a number of actions that are listed below. A fuller description of both the strategy and the outcomes is contained in the TfSH Statement ‘Towards Delivery’:

Priority Actions - Effective Transport	Priority
<ul style="list-style-type: none"> <li>There is a need to relieve congestion pinch-points on the primary access to the sub-region (the M3 and M27) and the international gateways of Southampton’s port and airport;</li> </ul>	1
<ul style="list-style-type: none"> <li>There is scope for a bus rapid transit system (BRT) to be developed, linking Fareham, Gosport and Portsmouth, together with Port Solent and the Queen Alexandra Hospital (a major trip destination), to build upon the recently completed A3 Zip corridor and to serve the new SDA at Fareham;</li> </ul>	1
<ul style="list-style-type: none"> <li>Park and Ride can make a positive contribution around Portsmouth and Southampton if long term parking capacity in the city centres is managed. Five potential sites have been identified;</li> </ul>	2
<ul style="list-style-type: none"> <li>There is a need to address existing congestion on the Eastern access to Southampton. In addition, public transport and road links will be required to access new developments proposed north of the M27. Access to SHSEZ requires improvements at junction 5 of the M27 and other junction improvements are likely to be required to provide access to the two proposed SDAs and development at Tipner. These development areas will require linkage and design to support the use of sustainable transport connections;</li> </ul>	1
<ul style="list-style-type: none"> <li>There is scope for investment in rail infrastructure improvements to provide additional track capacity - the Eastleigh rail chord, which will improve east-west linkages and rail access to the Airport and Southampton from the east; providing a second track on the current single track railway between Fareham and Botley; and improving stations such as Southampton Airport Parkway;</li> </ul>	1
<ul style="list-style-type: none"> <li>The port of Southampton is a major generator of traffic and there are unresolved issues about how to improve access. TfSH will develop a new freight strategy in consultation with the logistics industry to help meet operators’ needs;</li> </ul>	2
<ul style="list-style-type: none"> <li>There is scope to improve traffic management on the local road</li> </ul>	2



network, including the approaches to the M3 and M27 motorways, deploying Intelligent Traffic Systems. TfSH is looking at integrating the three existing urban traffic control rooms to manage the highway networks more effectively and efficiently.	
<ul style="list-style-type: none"><li>• The opening of the A3 Hindhead Tunnel in 2011 will improve the reliability of journeys on this major route to the eastern part of the sub-region. This may attract journeys that currently use the M3 corridor, particularly to access Portsmouth port with implications for traffic in the A3(M)/A27(T) Havant area.</li></ul>	2

- 3.13 The technical work has identified these schemes and also those which require further justification to secure funding support from other sources or for regional funding priority from 2016 onwards. A full list of the schemes will appear in the Transport for South Hampshire statement 'Towards Delivery'. Appendix 3 summarises the interventions that are critical to the delivery of economic growth and housing development in PUSH, together with their currently estimated costs.
- 3.14 Travel to work patterns across the PUSH area are complex which makes future transport planning especially difficult. We need to improve our understanding of traffic flows across South Hampshire, in order to provide a robust evidence base for subsequent detailed appraisal. An early priority for TfSH is a multi-modal transport model for the sub-region that can forecast capacities of the existing strategic and local transport networks.
- 3.15 Transport for South Hampshire is seeking to progress these initiatives through the PUSH Multi Area Agreement, with the expectation that the freedoms and flexibilities and aligned funding streams, involving close working between Government agencies and TfSH, will help to deliver these outcomes.
- 3.16 In addition, TfSH is exploring the opportunities made possible by the provisions of the Local Transport Bill, notably the possibility of creating a new Integrated Transport Authority for South Hampshire.

## **Resources**

- 3.17 It is understood that Regional Funding Allocation resources are very limited and this funding channel represents only a small proportion of that which will be required. Although some interventions satisfy the RFA criteria to meet the objectives of the South East Plan and directly facilitate development, others do not. These will require further technical justification before other funding sources can be identified to take them forward. TfSH will work with its partners such as Network Rail, the Highways Agency and bus operators in their role as transport providers, and with local planning authorities, and potential funding providers, to resource the strategy.
- 3.18 Funding to achieve the transport objectives of growth in the area will therefore be sought from a number of sources:

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- **Public:** Regional transport funding; Local Transport Plans; the Community Infrastructure Fund; Growth Area funding; and other emerging sources;
- **Private (Local):** Developers' contributions; Supplementary Business Rate; Strategic Development Tariff; Partnership arrangements with local transport operators;
- **Private (National):** Funding through City institutions; private sector operators; rail freight grants.

<b>Summary</b>		<b>£000</b>	
<b>Activity</b>	<b>Funding Source</b>	<b>2008-9</b>	<b>2009-11</b>
Transport modelling project	To be identified		
Bus Rapid Transit Scheme – outline design	NGP, SEEDA (Revenue)	150	0
Access to Tipner	NGP (Capital)	300	4,600
Access to Drivers Wharf/Meridan Southampton	NGP (Capital)		3,000
Access to SDAs	NGP (Revenue)	100	50
Access to SHSEZ and rail improvement package	NGP (Revenue)	75	0



## **4 SUSTAINABILITY AND SOCIAL INFRASTRUCTURE**

- 4.1 Sustainability and quality of life are at the heart of the PUSH vision. The quality of life in South Hampshire owes much to its outstanding environment. We will safeguard that environment by protecting and enhancing treasured landscapes, heritage, designated sites and habitats, by creating new assets such as accessible green spaces, and securing the highest design and environmental standards in new developments.
- 4.2 In South Hampshire we are acutely aware of the potential effects of climate change. We know that some existing infrastructure is nearing capacity or no longer meets the required standards. We need to ensure that existing and new developments are resilient to climate change and that wherever possible investment in new development and improved community infrastructure mitigates the impacts of climate change and contributes towards reducing our carbon footprint.
- 4.3 Investment in non-transport social infrastructure is critical to achieving PUSH's objectives. Infrastructure is not just about highways and utilities. Our population must be well served in terms of education and learning facilities, healthcare, public services, shops and access to employment. Equally, we need green infrastructure to enhance the quality of life for residents.
- 4.4 This chapter of the business plan sets out our approach to delivering sustainable communities in South Hampshire and advocates an approach based on a sustainability strategy and the provision of facilities for the community that match our expectations for a high quality of life experience.

### ***Social Infrastructure***

- 4.5 Equipping places with the right social infrastructure is a vital part of place-shaping. We are committed to developing new homes in South Hampshire only if the economy and infrastructure can support them, and to ensuring that new development delivers resilient, sustainable communities, not soulless housing estates or fragmented pockets of development that do nothing to enhance their neighbourhood. One of our key tasks for the business plan period will be to engage effectively with partners in public, private and third sectors and to consider with them the right level of social infrastructure requirements and prepare a programme of investment that can be funded by developer contributions (including via a community infrastructure levy or development tariff) and mainstream service investment or other sources of funding that may be identified over the business plan period. We will engage closely with the Regional Health Authority, Primary Care Trusts, children's services, adult social care and other key services to ensure that infrastructure and service planning are well integrated. Public-Private Partnership delivery vehicles, such as LIFT companies, could also have a role to play in shaping the content and delivery of innovative integrated infrastructure solutions.

<b>SSI1 Social Infrastructure</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Draw up an overview of social infrastructure requirements over the medium and long term to inform discussion with the local and national providers.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Prepare a programme of investment in social infrastructure.</li> </ul>	2

### **Climate Change Strategy**

- 4.6 The key strategic challenge for PUSH is to mitigate the environmental impact of the planned level of new housing and economic development, whilst introducing adaptation measures that take into account the anticipated effects of climate change. Preparing a Climate Change Strategy for the Sub Region is therefore essential both to establish principles for long-term planning beyond 2026 and providing a basis for managing growth effectively over the next 20 years.
- 4.7 PUSH is undertaking a number of strategic studies and initiatives that will help define our actions to improve social infrastructure and sustainability in the future. We will also be seeking to exploit the business opportunities created by reducing carbon emissions and waste generation, as part of our ambition for South Hampshire to be a centre of excellence in environmental technologies. This also supports objectives for sustainable prosperity in the Regional Economic Strategy (see also page 18 and Appendix 2).

<b>SSI2 Strategy</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Prepare a climate change strategy for the sub-region that will set out targets for mitigation and adaptation, reducing carbon emissions across new and existing developments, targeting reductions in water consumption and increased waste recycling.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Work in partnership with SEEDA and other appropriate partners to develop renewable energy initiatives and other environmental technologies to exploit the potential for economic development benefits.</li> </ul>	2

### **Green Infrastructure**

- 4.8 The natural environment of the sub-region is a vital asset and we will safeguard the countryside and enhance biodiversity, whilst also providing accessible recreational opportunities for South Hampshire's population and maintaining the separation and distinctiveness of settlements. We want to bring the benefits of the countryside more into our urban areas. Developing a strategic approach to the delivery of green infrastructure for PUSH is therefore essential. A Green Infrastructure Strategy has been commissioned by PUSH: the next step is to develop the emerging report and recommendations into a strategy that can be used by PUSH to drive investment and by local authorities to inform Local Development Frameworks. An implementation plan will then follow to identify the key areas of need and opportunity in the sub-region, on the basis of which PUSH will establish priorities for investment. Pending completion of this work our approach is to concentrate initially on:

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- urban fringe projects that support existing neighbouring populations in areas likely to be subject to significant growth;
- maintaining separation between settlements and preserving wildlife corridors.

<b>SSI3 Green Infrastructure</b>	<b>Priority</b>
• Establish wider stakeholder group to develop the next stage of our Green Infrastructure Strategy and develop an additional focus on urban greening projects to support the regeneration of urban areas.	2
• Complete a Green Infrastructure Strategy for South Hampshire and develop an implementation plan based upon it.	1
• Identify and prioritise green infrastructure projects in which to invest in the future which will make a contribution to improving the quality of place.	2
• Secure coordination for Green Infrastructure implementation.	2
• Take an overview of LDFs to ensure consistent approach to green infrastructure.	2
• Advise on natural environment aspects of all major development masterplans.	2

### **Flood protection**

4.9 PUSH has undertaken a **Strategic Flood Risk Assessment (SFRA)** for the sub-region. This shows that some areas may be prone to unacceptable risk without further investment in flood protection. This is particularly a challenge in Portsmouth and if the problem is not tackled proactively, it is possible that future development within the City will be heavily constrained. As a consequence, over the business plan period we will be reviewing, with the Environment Agency, the need to improve flood protection across South Hampshire and particularly in relation to areas that are already defended where new development is proposed as part of urban regeneration. We are working collaboratively with the Agency and have agreed to undertake a joint study to test the proposed spatial distribution of housing development against the findings of the sub-regional SFRA. If necessary, we will redirect development to less flood-prone locations. We will also be working with the Agency to agree appropriate standards of flood defence for existing and new development so that we can identify funding from public and private sector sources to support an effective programme of flood defence investment appropriate to the anticipated impacts of climate change.

<b>SSI4 Flood Protection</b>	<b>Priority</b>
• Commission SFRA for major development areas.	1
• Work with partners including Environment Agency to establish standards of flood protection and priorities for investment in additional flood protection.	1
• Work with partners to establish financing options for priority flood protection projects.	2
• Also with the Agency, test PUSH's proposed spatial distribution of housing and redirect development to less flood-prone locations if necessary.	1

**Water Management: supply and waste water disposal**

- 4.10 The PUSH area is already subject to significant challenges in terms of, water supply and consumption, the quality of waste water treatment and disposal and sustainable drainage. In 2006, PUSH commissioned an **Integrated Water Management** study (IWM) to consider the requirements for water supply, water quality, drainage and disposal of waste water, and for designated conservation sites, on a sub-regional basis. This study has overlapped with and been informed by work of the Environment Agency to review discharge consents and abstraction licences affecting Natura 2000 sites, under the EU Habitats Directive.
- 4.11 The outcome of this review is likely to lead to a 30-40% reduction in the **water resources** available to Southern Water in the area. Portsmouth Water will also see some significant reductions in its water available for supply. Although there is some uncertainty regarding the timing of these reductions, their impact will lead to a shortfall in supply of over 60 Ml/d or the equivalent of the daily demand of over 300,000 people. The two Water Companies involved are in the process of developing Water Resource Management Plans which will set out how they plan to meet demand over the 25 years from 2010. These WRMPs will be issued for consultation in March 2008 and will include a number of proposals to address the increased demand due to population and housing growth and the forecast shortfall in supply. Although it is not possible to pre-empt the publication of the WRMPs, it is known that the kind of schemes that have been considered include:
- Development of a new reservoir at Havant Thicket by 2020 (this has already been mentioned in the South East Plan);
  - Increased use of treated effluent to support additional abstraction from rivers;
  - The construction of one or more desalination plants;
  - Upscaling of existing water treatment capacity to maximise use of available resources.
- 4.12 When they are finalised, the capital cost of each individual scheme will be well in excess of £5m and the sum of all the schemes required by Southern Water and Portsmouth Water is likely to exceed £100m. Although timescales remain uncertain, the first major schemes may need to be implemented by 2015, with additional schemes following in the next 10 years.
- 4.13 **Wastewater services** in South Hampshire are provided by Southern Water, which currently operates 14 wastewater treatment works in the area along with the associated collection networks. Within its existing business plan (2005-2010) the company is already investing significant sums in capacity and quality upgrades to wastewater treatment works in South Hampshire. The company is currently in the process of developing its next five-yearly business plan, setting out its funding requirements over the period from 2010-2015. In preparing this plan, the company will take into account the long term levels of development.

- 4.14 Although the company’s business plan is not yet finalised, it is expected that additional investment will be required in a number of wastewater catchments within the South Hampshire area to deal with the extent of development expected and the environmental quality requirements identified in the Habitats Review of Consents. The final report from the Integrated Water Management Study will provide more detailed analysis of the options.
- 4.15 Similarly, inadequacies in relation to **drainage** and surface run-off in parts of the sub-region could constrain housing development. A combination of the higher standards required by the Habitats Regulations and infrastructure that is no longer fit for purpose, means that investment in separation of existing surface drainage and sewerage is required in some critical locations. A pilot project will be undertaken in Portsmouth. Without tackling this problem, it is possible that future development within the City will be heavily constrained, hence this is a priority.
- 4.16 As part of our approach towards sustainable construction, in future developments we will also be adopting sustainable drainage (SUDS), which will assist in our biodiversity objectives as well as minimising flood risk.

<b>SSI5 Water management</b>	<b>Priority</b>
• Complete Phase 2 of Integrated Water Management Study	1
• Work with partners to agree water consumption reduction strategy in the light of water abstraction targets	2
• Establish water ‘retrofit programme’ with RSLs and local housing authorities to reduce consumption in social housing	2
• Work with partners to support investment in Havant Thicket reservoir and consider new water supply options	2
• Work with partners to establish waste water strategy in conformity with Habitats Regulations	2
• Undertake Portsmouth Spice Island storm water separation pilot project	1
• Work with partners to identify sewage treatment options and new investment needs	2

### **Sustainable Construction**

- 4.17 A PUSH policy framework on **sustainable construction** has been adopted and will be implemented through local development frameworks in the business plan period. Developers will be required to build all new housing developments to the standards of at least level 3 of the Code for Sustainable Homes which includes, amongst other environmental measures, energy and water consumption targets. Government policy is that new dwellings should be built to level 6 of the Code by 2016 and our policy is to move progressively towards that target. A similar approach will apply towards non-residential development.
- 4.18 We will be focusing particular attention and support on the two Strategic Development Areas and urban extensions, to make these exemplar developments.



This is our opportunity to build sustainably and we will be challenging master planners and developers to deliver genuinely sustainable communities.

<b>SSI6 Sustainable Construction</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Oversee adoption of PUSH sustainable construction policies in all LDFs, supported by guidance</li> </ul>	2
<ul style="list-style-type: none"> <li>Plan the Fareham SDA, the N/NE Hedge End SDA and urban extensions to the highest environmental standards.</li> </ul>	1
<ul style="list-style-type: none"> <li>Undertake a pilot project to build to level 6 of the Code for Sustainable Homes at the development west of Waterlooville.</li> </ul>	1
<ul style="list-style-type: none"> <li>Use the experience from the pilot project to inform our approach to sustainable development in the SDAs and other major development projects.</li> </ul>	2
<ul style="list-style-type: none"> <li>Develop initiatives to reduce the arisings of construction waste from new developments.</li> </ul>	2

## Energy

- 4.19 PUSH is contributing to regional targets to secure an increasing supply of renewable and low carbon energy over the business plan period. We have commissioned consultants to undertake a comprehensive review of energy needs across the sub-region and a stock-take of the current baseline supply position. The study, which is expected to be complete by April 2008, will set out an energy strategy that seeks to reduce the carbon footprint of the sub region.
- 4.20 In 2006, energy consumption in South Hampshire equated to carbon emissions of 6.7 tonnes of CO<sub>2</sub> per person (measured in accordance with Government procedure). To meet Government's reduction targets, this has to reduce to 4.3 tCO<sub>2</sub> per person by 2016. We will be securing advice about increasing energy from renewable and low carbon sources and integrating it into the supply. At the moment, our sub-regional target contained in the draft South East Plan is to generate a minimum of 100MW of renewable energy by 2020. We shall also be looking at a range of measures to reduce energy consumption by improving the energy efficiency of the existing stock of housing and commercial premises as well as achieving much lower energy usage in new development through the application of planning policies.
- 4.21 The study will also provide advice on the approach we should be developing towards organisational structures that will assist in delivering a carbon reduction strategy and securing greater levels of renewable and low carbon energy supply in South Hampshire. This may include the potential to establish Energy Service Companies (ESCOs) or Multi-Utility Service Companies (MUSCOs).

<b>SSI7 Energy</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Explore the creation of local energy supply networks (ESCO) to provide renewable and low carbon energy sources. Over the business plan period we will be developing proposals and putting them to tender.</li> </ul>	2
<ul style="list-style-type: none"> <li>Invest in an extension to a geothermal energy project already running</li> </ul>	1

in central Southampton as a pilot to test the technology and feasibility of wider expansion of the network.	
<ul style="list-style-type: none"> <li>Develop a Combined Heat and Power installation at Millbrook, Southampton and use this as a pilot scheme to promote CHP in appropriate locations across the PUSH area within major development schemes.</li> </ul>	1

**Waste and Resource Recovery**

4.22 Through the collaborative partnership that operates in Hampshire known as Project Integra, South Hampshire authorities already have demonstrable achievement in the recycling of domestic waste. Work is currently taking place to build on the success of this partnership by the development of an integrated approach towards the total waste stream. Waste materials are being mapped to enable more effective control of the flow so that more effective approaches can be developed to reuse for remanufacturing and construction processes. The overall aim to minimise waste arisings but also to secure energy from residual waste incineration. As part of our approach to sustainable construction we will also be working with developers to minimise construction waste from new development schemes.

<b>SSI8 Waste and resource recovery</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Prepare effective waste flow mapping and develop initiatives for the reuse of materials and generation of energy from incineration of residual waste.</li> </ul>	2
<ul style="list-style-type: none"> <li>Establish strategy and targets and investment needs for waste recovery and recycling in new developments.</li> </ul>	2

**Resources**

4.23 Resources to invest in social infrastructure are largely provided by central Government working through local agencies such as the Primary Care Trusts and upper tier/unitary authorities with their responsibilities for children and young people’s services and adult social care. Our role will be to help ensure the relevant agencies are well engaged with local development framework processes and able to plan provision accurately for the future to ensure that funding and investment matches the progress of development. Developer contributions will make a major contribution to providing relevant infrastructure on development sites.

4.24 We will be working with partners and developers to resource our objectives for the natural environment. There is a continuing need for revenue funding to finance studies to plan infrastructure requirements and provision. The source of all of this has not yet been identified but we will be approaching bodies such as the Carbon Trust for assistance.

4.25 We will be working in partnership with the water utilities, Environment Agency, energy companies, developers and others to establish the requirements for, and possible sources of, capital funding to invest in the necessary infrastructure. In

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some cases, this may mean helping to make the case to the Regulatory authorities for more investment.

- 4.26 We will be using New Growth Point funding to invest in projects at Spice Island Portsmouth, the energy network in Southampton, and to develop Code level 6 homes at Waterlooville. All of these projects have been prioritised because they will act as pilots for future projects.

<b>Summary</b>		<b>£000</b>	
<b>Activity</b>	<b>Funding Source</b>	<b>2008-9</b>	<b>2009-11</b>
Investment in social infrastructure	Government programmes/developers	To be quantified	
Water management: Spice Island drainage project	NGP (cap)	300	1,100
Sustainable construction: Carbon zero homes demonstration project	NGP (cap)	200	200
Energy: Southampton local energy network	NGP (cap)	50	400
Green infrastructure Strategy and implementation planning	NGP (rev)	50	50
Investment in Havant Thicket reservoir	Water utilities		To be quantified
Investment in energy supply	Energy companies/developers		To be quantified
Investment in waste recycling and energy generation	Waste utility		To be quantified
Investment in flood protection	Environment Agency/developers		To be quantified

## **5 HOUSING AND LOCAL PLANNING**

- 5.1 PUSH's prime objective is to improve South Hampshire's economic performance. Achieving this will require additional housing, making best use of existing housing and tackling pockets of deprivation and mono-tenure housing where there are concentrations of economic inactivity. PUSH authorities have an excellent track record in delivering additional new homes (including affordable homes) and improving the quality of existing homes. PUSH will continue to act as a facilitator, working with housing developers, the proposed Housing and Communities Agency and the Regional Housing Board to maximise potential investment to deliver these goals. Strong and positive relationships with these partners underlie all our ambitions for housing.
- 5.2 Economic growth also depends on a ready supply of employment land in the right locations and of the right kind to meet the needs of new and expanding businesses. Over the period 2006-2026, PUSH's strategy is to secure 2 million square metres of employment floorspace. By the end of this Business Plan period, PUSH's target is to have delivered just under 590,000 square metres of employment floorspace.
- 5.3 Successful delivery of housing and employment land will depend particularly upon effective local planning, including timely progress by PUSH planning authorities on their local development frameworks. A critical action for PUSH will be to ensure that Local Development Documents within the sub-region are coherent and joined-up. In keeping with the subsidiarity principle of PUSH, the planning teams needed to put these in place will be resourced by each local planning authority concerned. PUSH will be helping to support local delivery teams in relation to strategic projects, using New Growth Point funding.

### **The current position - housing**

- 5.4 PUSH has established a comprehensive picture of housing need through an independent Housing Market Assessment (HMA) commissioned in 2005 and updated in 2006. This evidence-based work has established that:
- house prices more than doubled between 1999 and 2006, well in advance of increases in earnings. Affordability declined by 60%;
  - as elsewhere in the South East, demand for affordable housing has remained strong and the numbers on the housing registers of PUSH housing authorities increased by 11,000 (2003-06);
  - the updated HMA recommended that 28,500 affordable homes should be added to the stock in the period 2006-26;
  - the HMA also identified ageing demographics with the vast majority of household growth being in single person households, of which over 50% will be pensioners. The survey also identified that over one-third of homes need to be for families.

5.5 In addition PUSH has analysed data produced annually by each local authority for their Housing Strategy Statistical Appendix. This work highlighted:

- PUSH authorities have higher average levels of empty properties than the average in the South East;
- existing homes in the private sector require improvement to meet the Government's Decent Homes target to increase the proportion of private housing in decent condition occupied by vulnerable groups;
- PUSH authorities are on track (through their own individual Housing Revenue Account Business Plans) to bring all social housing into decent condition by 2010.

### **Homes for Growth – Sub Regional Housing Strategy**

5.6 The draft South East Plan proposes that South Hampshire should provide 80,000 new dwellings between 2006 and 2026, primarily to meet the future needs of people already living in South Hampshire. This is based on advice from PUSH that its economic strategy will require around 74,000 new homes linked to new jobs in the sub-region, plus a further 6,000 homes to address the current backlog in housing provision. New housing will account for less than 16% of homes in South Hampshire by 2026. Making best use of the existing housing stock is therefore equally important for PUSH.

5.7 A separate multi-tenure Sub-Regional Housing Strategy, *Homes for Growth*, has been prepared for 2007-2011 that sets out priorities for addressing housing needs across the 10 participating housing authorities<sup>6</sup>:

- to support economic growth by increasing the supply of housing to deliver a balanced housing market including family and affordable homes;
- to improve the condition and management and make better use of the existing housing stock;
- to drive long-term economic prosperity through the principles of sustainable development;
- to meet the needs of everyone including homeless and vulnerable groups.

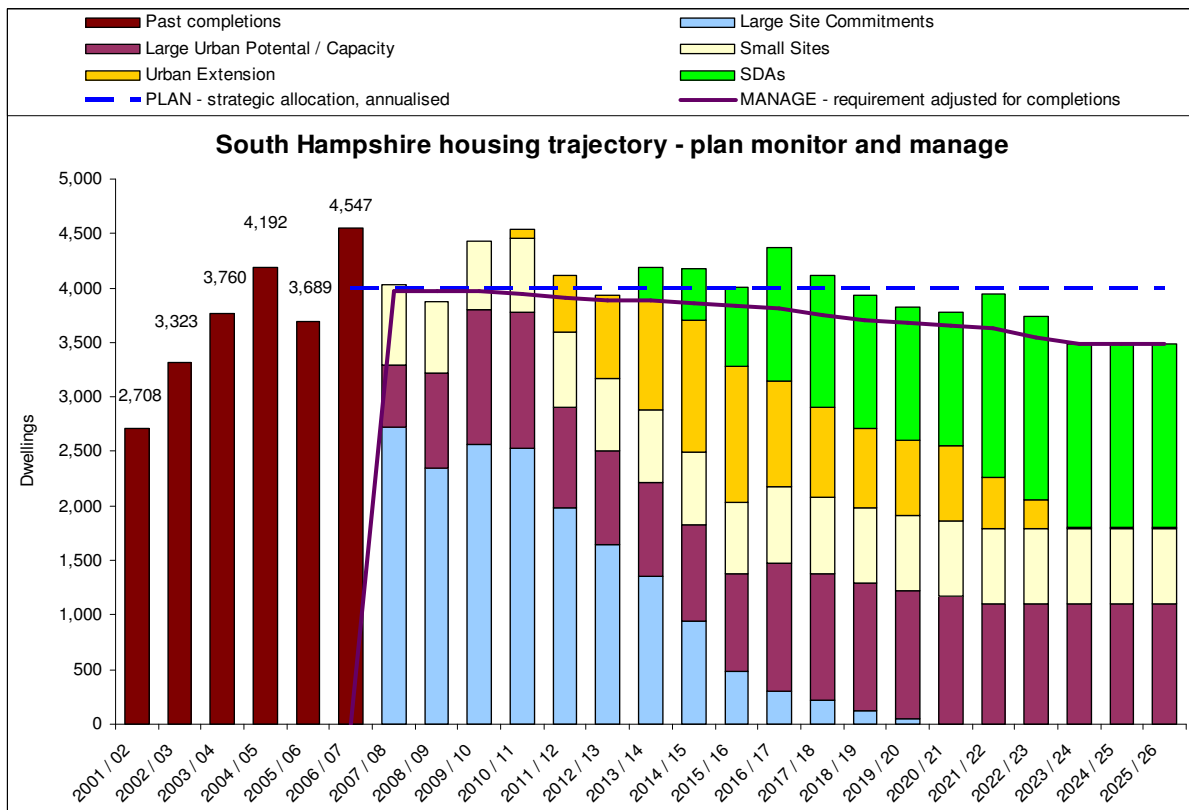
5.8 The intention is that, over the longer term, the existing individual Housing Strategies prepared by each housing authority will be replaced by an encompassing sub-regional strategy that will enable a more unified approach to be taken across the sub-region. Our target is to achieve this by 2012.

5.9 The overriding need for PUSH is to establish a *balanced* housing market, responsive to the need for economic growth. Having a range of house types and sizes is important including a supply of larger family homes. We have targeted a specific mix

of stock that we would like to see built in future years, which includes delivery of smaller homes and larger homes for families:

<b>Change in number 2006-26</b>							
<i>Dwelling size required (bedrooms)</i>		1	2	3	4	5	6+
Total	74000	17500	21300	24500	8400	1800	400
Percentage		24	29	33	11	2	1

5.10 PUSH has established a programme for delivery of additional housing across the sub-region. Our targets are to deliver around 4,000 homes in each year of the business plan. At the moment, we are slightly ahead of schedule. The trajectory illustrated below will be supported by a monitoring framework, which is nearing completion, so that we can establish whether provision of additional housing is keeping pace with our aspirations.



5.11 A schedule of key milestones for the planning process that will need to be achieved if PUSH is to maintain continuity of housing supply is set out at Appendix 5b<sup>7</sup>. A comprehensive database of residential development sites of all sizes is maintained by Hampshire County Council on behalf of all PUSH authorities.

<sup>6</sup> Note that the strategy refers to housing across full local authority districts and does not make allowance for those four housing authorities whose areas are only partly in the PUSH area.

<sup>7</sup> This is based on authorities' current timetables for production of LDDs which allocate sites. PUSH needs to take a view on whether these timescales are sufficiently early to enable delivery of housing. This will require a piece of work to assess, authority-by-authority, the current supply (and thus the urgency of augmenting it) and the scale of new sites required, in order to inform a PUSH view on the critical completion date in each case.

5.12 The locations for development have largely been established and are set out in the map in Appendix 1. PUSH has so far designated 17 strategic projects and 34 major developments involving housing. Most sites are already within the planning process. The strategy is, broadly, to deliver in the short and medium terms on identified sites, mainly brownfield but including urban extensions. In the longer term, whilst there will continue to be development on sites within the existing urban fabric, 20% of our overall requirement (2006-2026) for new homes will be secured by two new settlements proposed for N/NE Hedge End and Fareham. There will also be a programme of estate renewal principally in Southampton and Portsmouth to diversify tenure, particularly large concentrations of social rented housing with associated high levels of economic inactivity.

### **Employment Land**

5.13 Considerable work has been done to quantify and determine a distribution of different categories of employment land across PUSH authorities for inclusion in local development documents. Research into business requirements for distribution and warehousing land will be completed in Spring 2008 and decisions on a distribution across authorities will be taken in Summer 2008. In broad terms, the interim sub-regional distribution is as set out below:

<b>Employment Floorspace requirements by phasing period</b>				
<i>All figures are square metres of floorspace</i>				
				<i>Total</i>
<b>South West area</b>	<b>2006 - 2011</b>	<b>2011 - 2016</b>	<b>2016 - 2026</b>	<b>2006 - 2026</b>
B1 offices	204,000	170,000	306,000	680,000
B2 manufacturing	27,900	23,200	41,900	93,000
B8 warehousing	88,200	73,500	132,300	294,000
Total	320,100	266,700	480,200	1,067,000
<b>South East area</b>	<b>2006 - 2011</b>	<b>2011 - 2016</b>	<b>2016 - 2026</b>	<b>2006 - 2026</b>
B1 offices	160,500	133,800	240,700	535,000
B2 manufacturing	36,900	30,700	55,400	123,000
B8 warehousing	72,000	60,000	108,000	240,000
Total	269,400	224,500	404,100	898,000

5.14 PUSH is considering creating a special purpose vehicle (SPV), possibly a land development trust, to facilitate investment into employment sites and premises. The relevant work streams are described in Chapter 2 (actions SP1 to SP4) and Appendix 2. Local planning authorities in PUSH will have a primary role in making provision in spatial plans for employment sites of the right kind and in the right locations to facilitate business growth, and working with landowners and other interests to overcome constraints to development on key employment sites.

5.15 Delivery of the SHSEZ (see page 20 and action SP2) is of the highest priority for PUSH. We will be appointing a Programme Manager to spearhead this work stream. Significantly enabling infrastructure will be required to deliver this scheme, and initial priorities actions figure in chapter 3 (see page 25) and in the priority projects proposed in Appendix 8 (see pages 103, 107 and 108). There will need to be close

collaboration between the Economic Development Delivery Panel and Housing and Local Planning Delivery Panel on these work streams.

**Priority actions**

5.16 All planning authorities that are partners in PUSH are currently engaged in putting their Local Development Frameworks in place. This is critical activity for PUSH because without adopted core strategies, a significant amount of the development envisaged for the sub-region cannot take place. Additionally, work is required on Area Action Plans relating to urban extensions and major regeneration schemes, which again are essential for delivering the PUSH strategy.

5.17 PUSH will implement the following actions:

<b>HP1 Planning and Local Development Frameworks</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Prepare PUSH response to the Secretary of State's Proposed Changes to the draft South East Plan (once published)</li> </ul>	1
<ul style="list-style-type: none"> <li>• Monitor progress against project milestones for developing strategic sites (detailed in Appendices 6 and 7 of the PUSH Programme of Development of October 2007, that will be continually updated);</li> </ul>	1
<ul style="list-style-type: none"> <li>• Ensure a PPS3-compliant supply of land with planning permission or allocated for house building, working with landowners, developers and other stakeholders to facilitate their development.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Deliver 4,000 new homes a year on average across the three years of the business plan.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Prepare and adopt Local Development Documents which allocate sites, including urban extensions where relevant, to meet the housing targets in the South East Plan.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Take an overview of the core strategies and ensure that they deliver a consistent, joined up planning vision for South Hampshire.</li> </ul>	2

<b>HP2 Strategic Developments</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Establish project teams and boards in 2008 to prepare the new communities at Fareham and N/NE Hedge End and to support work on urban extensions and other major development areas, including the procurement of RSL partners.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Prepare and adopt an Area Action Plan for each Strategic Development Area (North of Fareham; North/North East of Hedge End).</li> </ul>	1
<ul style="list-style-type: none"> <li>• Resource local delivery teams in relation to strategic development schemes.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Develop proposals for management companies for new developments.</li> </ul>	2

<b>HP3 Employment Land (see also SP1 &amp; SP2)</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Complete the apportionment amongst individual PUSH authorities, of the total South Hampshire employment floor space requirements.</li> </ul>	1
<ul style="list-style-type: none"> <li>• Ensure the inclusion in LDFs of appropriate land allocations which can be developed in the required timeframe together with an effective framework for monitoring and reviewing take-up (related to SP1 &amp;</li> </ul>	1



SP2).	
<ul style="list-style-type: none"> <li>Identify the constraints to development of key employment sites and secure the commitment of the relevant agencies and landowners to the timely removal of those constraints.</li> </ul>	2

<b>HP4 Housing policy and strategy</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Implement a single unified Housing Strategy for the sub-region by 2012.</li> </ul>	2
<ul style="list-style-type: none"> <li>Encourage developers to adopt policies to support the use of local labour in construction projects.</li> </ul>	2

<b>HP5 Affordable Housing</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Implement a Common Framework for Affordable Housing and undertake further work to develop common models to assess site viability and commuted sums.</li> </ul>	1
<ul style="list-style-type: none"> <li>Include policies in Local Development Documents on affordable housing including appropriate site thresholds and site percentages, in order to ensure delivery of affordable housing targets.</li> </ul>	1
<ul style="list-style-type: none"> <li>Work with the Housing Corporation, English Partnerships and private developers to deliver at least 1,425 affordable homes a year on average of which 65% will be social rented.</li> </ul>	1
<ul style="list-style-type: none"> <li>Investigate delivering affordable housing without subsidy.</li> </ul>	2

<b>HP6 Housing conditions</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>All 6 stock holding LAs to have made all of their stock decent by 2010<sup>8</sup>.</li> </ul>	2
<ul style="list-style-type: none"> <li>Promote estate renewal in areas of mono-tenure and investigate setting up SPVs (with English Partnerships / Homes &amp; Communities Agency) to deliver new homes of diverse tenure.</li> </ul>	1
<ul style="list-style-type: none"> <li>Implement a PUSH wide project of Private Sector Renewal funded by the Regional Housing Board to tackle poor conditions in the private sector and promote energy efficiency.</li> </ul>	1
<ul style="list-style-type: none"> <li>Undertake work to improve water efficiency in existing social housing.</li> </ul>	2
<ul style="list-style-type: none"> <li>Promote energy efficiency and tackle fuel poverty by working to attract additional financial resources for PUSH.</li> </ul>	2

<b>HP7 Meeting housing need</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Work with Housing Associations to encourage RSLs to fund adaptations to encourage those living in their housing stock to live independently.</li> </ul>	2
<ul style="list-style-type: none"> <li>Promote greater choice in housing options; seeking to develop cross border letting across the PUSH area and investigating cross boundary nominations.</li> </ul>	2
<ul style="list-style-type: none"> <li>Tackle under-occupation and make better use of the housing stock by developing initiatives to encourage housing solutions to be developed for older people.</li> </ul>	2

<sup>8</sup> The 6 stock holding LAs are on track to meet 2010 DHS target, and collectively slightly ahead of schedule with 76% of the stock decent against a target of 75%

**Resources**

- 5.18 PUSH and local planning authorities will be agreeing developer contributions towards the provision of affordable homes. PUSH will also be developing proposals for joint ventures with developers and landowners. Resources required to put Local Development Frameworks in place will be the responsibility of each authority.
- 5.19 The summary table below includes our estimated requirements for grant to deliver the affordable housing and decent homes programmes over the business plan period.

<b>Summary</b>		<b>£000</b>	
<b>Activity</b>	<b>Funding Source</b>	<b>2008-9</b>	<b>2009-11</b>
Affordable housing	Housing Corporation	50,000	50,000
Intermediate housing	(bids)	13,000	13,000
Decent homes - private sector	RHB (assumed funding)	17,200 over period 2008- 2011	
Decent homes social sector	RHB (assumed funding)	3,532	3,532
Estate Renewal - Portsmouth and Southampton	Bid to English Partnerships	4,000	1,500 to 2,000
Establish project teams and boards to deliver SDAs and MDAs	NGP (revenue)	200	400
Enabling Infrastructure at SHSEZ	NGP (capital)	900	2,000
SHSEZ Delivery Capacity	SEEDA (revenue)	81	168
SHSEZ Feasibility Studies etc	NGP (revenue)*	75	
Develop Drivers Wharf/Meridian Southampton for 1,000 homes	NGP (Capital)*		3,000
Access works to Tipner Portsmouth, to unlock 1500 new homes	NGP (Capital)*	300	4,600

\* These activities also appear in the summary in Chapter 3.



## 6 CREATING QUALITY PLACES

- 6.1 PUSH attaches the highest importance to creating quality places. South Hampshire already has immense natural advantages. It has an environment that is the envy of many parts of England, with easy access to rural hinterlands and miles of beautiful coastline. It has nationally significant heritage assets, including the Royal Naval Dockyard at Portsmouth, habitats of international biodiversity importance and an increasingly vibrant cultural offer, particularly in the two cities. To maintain and enhance what is already a good quality of life we need to set high quality standards in regenerating existing places and creating new ones.
- 6.2 One of our key objectives is to create greater consciousness of place-shaping by raising the knowledge, skills and aspirations of all those involved in delivering PUSH's objectives. In creating new places or modernising existing communities, as well as the requisite social infrastructure (see Chapter 4) we need to address the provision of community and cultural facilities, safety and the quality of urban design. Access to recreational space is critical, as are thriving retail and commercial centres. We also need to harness the power of culture and creativity to foster and celebrate the diversity of our communities, and to be a driver for regeneration.

### Strategy

- 6.3 As part of our drive to create quality places, PUSH will be mapping the **cultural provision** in the area. We will be considering the existing provision of sports and recreational activities, arts, heritage and visitor attractions and, in particular, the level of provision for specific target groups, especially youth. We will also work to identify gaps in that provision, and the cultural needs of new communities.
- 6.4 Our objective is to build a **cultural strategy** based on *practical* actions that can strengthen cultural provision interpreted in its widest sense. Cultural provision is not just about facilities but also about the support for and 'animation' of activities and involvement at all levels. The strategy will look at sub-regional issues and opportunities, to shape policies and actions where collaboration can usefully complement individual authorities' and other partners' roles. That strategy in turn will guide planning frameworks, master plans and regeneration schemes.
- 6.5 Our aim is to create good **urban design**, contributing to a sense of place in every major development. We are working with the Commission for the Built Environment (CABE) to undertake diagnostic workshops and to input to training on masterplanning and sustainability. They will be involved in design review of major developments throughout PUSH. Solent Centre for Architecture & Design (SCAD) will be providing design training, expected to include modules relating to creating local distinctiveness, streets and design coding. Our aim is to increase the skills of those most involved in creating quality places so that PUSH has the capacity to work effectively with developers to optimise design and place-shaping outcomes. We will also be working with the Advisory Team for Large Applications (ATLAS) to provide independent advice on delivery of some priority schemes.
- 6.6 The PUSH area has many visitor attractions – ranging from Portsmouth's Historic Dockyards to the Medieval Heritage, Maritime & Solent Sky Museums, visual and

performing arts in Southampton. We are also home to major sailing, maritime and other events and festivals. This eclectic **Visitor Economy** provides leisure opportunities for local people, is an important element of the local economy and contributes to the distinctive identity of South Hampshire. Working with Tourism South East we intend to review the visitor economy and identify opportunities for growing and developing the offer. This includes exploring the development of major heritage centres in the two cities.

- 6.7 Providing opportunities for **sport and recreation** is an important component of creating sustainable communities. PUSH authorities will review the facilities currently offered across the sub-region to identify scope for improvement and gaps in provision. We will also take a co-ordinated approach to enhancing access to these facilities and involvement in sport.
- 6.8 PUSH is one of five growth areas identified as a “Priority Place” under the Government’s **“Living Places”** initiative. This designation signals the willingness of Government departments and cultural agencies to work with PUSH in identifying and facilitating the development of PUSH’s cultural offer (be that the arts, sport and leisure, tourism or heritage). The work we will be doing on design, cultural provision and heritage will be used to inform our discussions with the national and regional cultural agencies and help shape their interventions in the area. We will be seeking funding for initiatives, to influence their priorities and seek to maximise their impact within PUSH.
- 6.9 The **creative and cultural industries** make a significant contribution to the South Hampshire economy and to the vibrancy of our town and city centres. South Hampshire enjoys particular strengths in areas such as digital media, with particularly productive collaborations between the four universities and commercial spin-out companies. PUSH wants to support and encourage such knowledge and innovation-based enterprises, predominantly small and medium-sized businesses to grow and we will be looking at their particular business and support needs. (See also Chapter 2 and Appendix 2).
- 6.10 Although the principal concern will be with new communities, we will apply a similar approach to improvement of existing communities, focusing on PUSH’s strategic and selected major development projects. Throughout the business plan period, PUSH will be working with each constituent local authority on these issues to establish a programme for creating a sense of place in existing communities and to improve social infrastructure provision.
- 6.11 Many of the cultural ambitions the PUSH authorities share will come to fruition as the nation is preparing for and celebrating the **2012 London Olympiad**. The PUSH partners will use this opportunity to create a positive and lasting legacy, whether through our tourism offer or in the area’s sporting and cultural facilities. Celebratory events in the area will be part of the programme for the Cultural Olympiad, and we will develop a coherent programme of activity to play a part in this national festival.
- 6.12 In creating quality places across South Hampshire we will be building on those features that already give the area a distinctive identity. By taking a coherent approach to cultural improvement we will help reinforce that identity, giving the

Partnership a basis on which to build a unique **South Hampshire 'brand'** – that sense of place and identity which will help us grow the economy and make South Hampshire a place our communities will be proud to live in.

## Priority Actions

6.13 In the business plan period, PUSH will implement the following actions:

<b>CQP1 Cultural offer and community facilities</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Work with the relevant partners to undertake audits and mapping of current cultural and recreational provision.</li> </ul>	1
<ul style="list-style-type: none"> <li>Plan future requirements and develop strategies to support delivery of cultural provision in existing and new developments, including coordination.</li> </ul>	1
<ul style="list-style-type: none"> <li>Review community infrastructure in existing communities and consider needs of new communities</li> </ul>	1
<ul style="list-style-type: none"> <li>Take an overview and contribute to a strategy for financing additional cultural provision, including the potential for a 'cultural tariff'.</li> </ul>	1
<ul style="list-style-type: none"> <li>Take an overview of local development documents and other relevant plans to ensure positive approach to cultural provision consistent with PUSH strategies.</li> </ul>	2
<ul style="list-style-type: none"> <li>Engage with the Living Places initiative and develop priorities with national and regional partners.</li> </ul>	2
<b>CQP2 Promoting high standards of design</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Develop and adopt place-shaping / design guidelines for PUSH</li> </ul>	2
<ul style="list-style-type: none"> <li>Review LDFs for consistent approach to urban design</li> </ul>	2
<ul style="list-style-type: none"> <li>Introduce design briefings and training for planners, Members and developers</li> </ul>	1
<ul style="list-style-type: none"> <li>Work with CABE and other partners to review each master plan for design quality and to undertake design reviews of particular proposed developments</li> </ul>	1
<ul style="list-style-type: none"> <li>Introduce a PUSH design award</li> </ul>	1
<b>CQP3 Promoting the Visitor Economy</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Review the visitor economy and identify opportunities for growing and developing the offer</li> </ul>	1
<ul style="list-style-type: none"> <li>Consider the feasibility of developing heritage centres in Southampton and Portsmouth</li> </ul>	2
<b>CQP4 Enhancing Sport and Recreation</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Review sport and recreation facilities currently offered across the sub-region to identify scope for improvement and gaps in provision</li> </ul>	1
<ul style="list-style-type: none"> <li>Develop a programme to enhance access to sport and recreation facilities and improve involvement</li> </ul>	2
<b>CQP5 Supporting creative industries</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Develop the contribution that culture can make to economic</li> </ul>	1

regeneration, through creative industries and as a key component of the visitor economy for the sub-region	
<b>CQP6 The 2012 London Olympiad</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Develop a coherent programme of activity to play a part in the UK Cultural Olympiad</li> </ul>	1
<b>CQP7 Building a South Hampshire Brand</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Agree the basis of a 'brand' for South Hampshire and explore how that can be used to develop our economy and community identity.</li> </ul>	2

## Resources

- 6.14 PUSH's designation as a Priority Place under the Living Places initiative will enable us to advise on funding priorities of the partner agencies and we will be recommending particular projects to them.
- 6.15 PUSH authorities will fund aspects of this programme, for example through training budgets, or will seek to secure funding through developers. A key role of the Quality Places Group will be to consider how developers contributions, including under the planned Community Infrastructure Levy, can best be used to fund cultural and other components of place.
- 6.16 A key source of master planning and design funding for individual developments will be developers. We will be also looking for support for design initiatives from CABE.

<b>Summary</b>		<b>£000</b>	
<b>Activity</b>	<b>Funding Source</b>	<b>2008-9</b>	<b>2009-11</b>
Cultural Offer and community facilities	tbc	25.5	11+
Promoting high standards of design	NGP (revenue)	50	100
Promoting the visitor economy	tbc	10	
Enhancing Sport and Recreation	tbc	20	
Develop the contribution of creative industries	See also chapter 2 tbc	25	
The 2012 Cultural Olympiad	tbc		
Building a South Hampshire brand	tbc	20	

## **7 Supporting Delivery and Partnership Development**

7.1 The eleven local authorities participating in PUSH have formed a Joint Committee under section 101 of the Local Government Act 1972 to direct and monitor the initiative. The Joint Committee comprises the eleven Council leaders or their representatives, who have been delegated powers and functions to exercise on behalf of their Councils in the Joint Committee. The scope of the Joint Committee's activities is determined by the Joint Agreement (its constitution) and this business plan. Representatives from SEEDA, SEERA and the Government Office for the South East are co-opted (non-voting) members. The Joint Committee is presently supported by a PUSH officers' group that includes the lead officers for each of the theme groups currently established.

### **Strategic role of PUSH**

7.2 The key roles of PUSH are to:

- promote, commission, monitor and account for activities to deliver the vision. Actions may be delivered directly by PUSH, by one of its constituent local authorities, by a partner agency or commissioned from third parties (whether public, private or third sector organisations);
- lead and coordinate strategic infrastructure issues and services, in conjunction with partners where appropriate, such as Transport for South Hampshire (TfSH) for strategic transport;
- lead on sub-regional policy issues and strategy preparation, working with and mobilising the relevant partners;
- agree and coordinate common objectives, principles and policy frameworks for the PUSH area, such as the provision of affordable housing or climate change;
- coordinate and broker external funding, including central Government and regional funding streams;
- build relationships with central Government, the Government Office and Regional Agencies such as SEEDA;
- ensure that there is the capacity and a pool of expertise to deliver development on the ground.

### **Organisation and partnership development**

7.3 We recognise that PUSH needs to evolve its structures in two ways as we move into the delivery phase. We will be working much more closely with our partners in delivering, for example, our objectives for economic development and strengthening infrastructure. So PUSH will need to be more inclusive, bringing partners' representatives into our structures where appropriate, to foster a joined up approach to delivery. We also need to build our engagement with a wider group of



## ***PUSH Business Plan: supporting delivery and partnership development***

stakeholders, particularly the business and HFE sector, so as to draw on their advice and expertise and to ensure common purpose and ownership about what we are trying to achieve. We will also need to shift the emphasis from developing the evidence base and strategy towards supporting delivery. PUSH will continue to have a policy development role, but what we now need to see is concerted energy behind delivery and implementation of the various strategies reflected in this Plan.

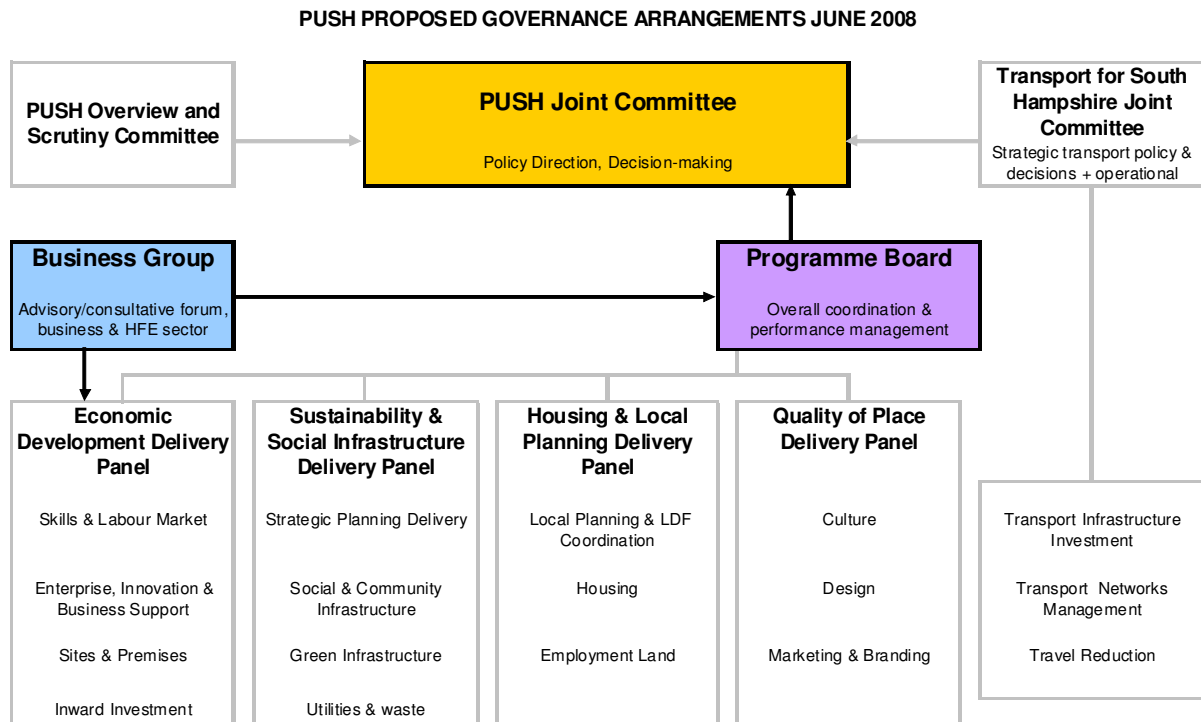
7.4 It is therefore proposed that the organisational structure should evolve as follows:

- Clarifying the high level, strategic leadership and decision-making role of the **Joint Committee**. Its membership should be reviewed to include representatives from co-opted key partners as non-voting members;
- Creating a main **programme board**, evolving from the present officer Working Group, comprising the chief officers and directors responsible for the thematic work streams and representatives of other agencies responsible for programmes included within the Plan. We envisage that this programme board would also oversee the Multi Area Agreement (MAA, see below) as part of its work. The key partners with responsibility for delivering MAA outcomes – notably Job Centre Plus, Learning & Skills Council, Business Links and SEEDA – would be represented at a senior level on the programme board. More generally its role will be to advise the Joint Committee, to performance manage implementation of the strategy and business plan on behalf of the Joint Committee and to hold partners to account. The main programme board will also have financial oversight of PUSH in liaison with the Accountable Body.
- Creating four Member (i.e. councillor)-led **delivery panels** whose role is to take ownership of, and drive delivery of, the relevant part of the PUSH strategy. This would include instigating and commissioning activity, from or via task groups, to deliver particular work streams and associated policy development. The chair for each panel would normally be one of the Leaders from the PUSH Joint Committee, assigned portfolio responsibility for that area of the strategy. It may be open to the Joint Committee to delegate authority to those Leaders to take certain decisions on behalf of PUSH. The chapter structure of this plan is already aligned to this structure. The panels will relate to:
  - economic development;
  - housing and local planning;
  - social infrastructure and sustainability;
  - creating quality places;
  - in addition, Transport for South Hampshire has its own governance arrangements (as a separate organisation) but will work in partnership with PUSH on the strategic transport aspects of the sub-regional strategy.
- The various **thematic areas or task groups** will be clustered under and work to the relevant delivery panel. The delivery panels will be charged with engaging appropriate stakeholders either as members or through appropriate consultative mechanisms. In particular, key players such as the Environment Agency, Natural England and utility companies should be involved.

## PUSH Business Plan: supporting delivery and partnership development

- Establishing a **business group** as an advisory and consultative forum, to engage business and the HFE sector in shaping policy and approaches to implementation, to build wider ownership of PUSH strategic objectives, to bring business perspectives and expertise to bear wherever it can make a contribution and to grow effective networks.

7.5 This is represented diagrammatically below.



### Supporting delivery

7.6 At working level, PUSH operates substantially as a ‘virtual’ team that includes local authority staff working for at least part of their time on PUSH strategy and projects. We will be seeking to formalise those arrangements to improve coordination. In addition, we need a small central team to:

- lead and coordinate policy and delivery on sub-region matters;
- support the programme board and delivery panels;
- ensure effective performance management and ongoing business planning, monitoring and evaluation;
- liaise with sub-regional, regional and national partners, Agencies and Government Departments;
- promote effective communications and external relations;
- oversee finances in association with the Accountable Body; and
- support delivery on the ground.

## ***PUSH Business Plan: supporting delivery and partnership development***

- 7.7 Our development programme means that a number of major developments will take place within a relatively small geographic area. One role for PUSH is to ensure that the developments themselves are complementary and that their phasing does not lead to competition for skills and resources. Equally, PUSH recognises that its constituent local authority partners may not yet be sufficiently equipped with the necessary staff and expertise needed to deliver major development. Some particularly skilled people are in short supply and, rather than each authority recruiting their own staff, it will be more cost-effective to procure a shared resource. With effective programming and management, this pool of specialist resource can be deployed effectively across the sub-region to support delivery on the ground. We will also be working with services such as ATLAS and CABE to advise on procuring the appropriate skills mix.
- 7.8 We will be investigating the use of developer contributions to finance a project delivery fund, to help provide central staff with particular expertise to support development on the ground and provide funding for feasibility studies specifically related to development.

### **Multi-Area Agreement (MAA)**

- 7.9 PUSH has agreed in principle with Government that there could be benefits from encompassing business activities in a Multi Area Agreement (MAA). The main elements of the Economic Development & Enterprise Block in the existing LAAs of Southampton, Portsmouth and Hampshire have already been aligned and provide a foundation for developing the MAA concept. PUSH's intention is that the MAA should be based on and incorporate part or all of this Plan, together with the relevant elements of the Transport for South Hampshire Business Plan. Its core will be economic development and the strategic housing and transport aspects that support the economic growth objectives. Subject to satisfactory progress, the first version of the MAA is to be put in place by June 2008.

### **Priority Actions**

- 7.10 During this Business Plan period, PUSH will implement the following actions:

<b>PUSH1 – Core Capacity and Partnership Development</b>	<b>Priority</b>
• Establish new governance structure, including: create programme board and make appointments; create delivery panels and make appointments; establish advisory Business Group.	1
• Consider and develop mechanisms for wider stakeholder engagement	3
• Map existing PUSH 'virtual' team.	2
• Agree and establish PUSH core staffing and administration arrangements and map 'virtual' team.	1

<b>PUSH2 – Supporting Local Delivery</b>	<b>Priority</b>
• Agree and establish PUSH mechanisms to assist delivery on the ground.	2
• Procure a pool of staff with particular expertise to work in support of	1

## ***PUSH Business Plan: supporting delivery and partnership development***

local project teams.

<b>PUSH3 – Business Planning and Outcome Frameworks</b>	<b>Priority</b>
• Develop framework for MAA.	1
• Agree first iteration of MAA and put in place; lead ongoing MAA development.	1
• Put in place programme & performance management, monitoring and evaluation arrangements;	1
• Refresh PUSH Business Plan	2

### **PUSH team resources**

- 7.11 Agreement of the MAA is central to the resourcing of the PUSH vision in that it will secure clarity and continuity of funding over the longer term.
- 7.12 The PUSH central team will be financed by a combination of partner local authority contributions totalling £0.3m, New Growth Point funding and SEEDA allocations.
- 7.13 Support for local delivery will mainly be secured through New Growth Point funding, as detailed in Appendix 8a and 8b.

<b>Summary</b>		<b>£000</b>	
<b>Activity</b>	<b>Funding Source</b>	<b>2008-9</b>	<b>2009-11</b>
PUSH Central Team	PUSH LAs, NGP, SEEDA (revenue)	584	1,203
Support for LPAs	NGP (revenue)	200	400
Project Delivery Fund	NGP, Developers	150	470
MAA Development	LG Improvement Board	tbc 150	tbc 300
Studies / feasibility work re financing mechanisms	NGP, SEEDA, [EP]	tbc	tbc



## **8 FINANCING THE STRATEGY**

8.1 Most of the public spending in South Hampshire will come from mainstream programmes relating to, for example, education, employment, skills, health, transport, housing, social care and law and order. Some of these programmes are funded by central Government on a formulaic basis – in effect, per head of population – and it will therefore be important for PUSH to signal to the providing agencies in advance where changes in population are likely to occur so that they can negotiate their forward funding appropriately. Local authorities and other partners will be drawing upon mainstream resources to support activities to deliver outcomes in the sub-regional strategy. PUSH will have available to it a number of sources of funding:

- additional funding available payable by Government on a discretionary basis. This includes New Growth Point funding (see paragraph 8.5), Housing and Planning Delivery Grant and the £200m Community Infrastructure Fund jointly held by DfT and DCLG. TfSH/PUSH will be bidding to that fund for transport infrastructure;
- local authority contributions from each of the 11 authorities participating in PUSH;
- developer contributions in the form of planning obligations to help provide infrastructure and affordable housing relevant to a development;
- in future, the prospect of a Community Infrastructure Levy or strategic tariff (see paragraph 8.4);
- public partner funding. The biggest single funder is likely to be SEEDA, especially in support of PUSH's economic development strategy;
- private sector partners, including the utilities which we will support in their objectives of sustainable provision of services such as energy and water.

8.2 Where appropriate, the Multi-Area Agreement, once put in place, will provide a mechanism for relating the quantum of grants with our level of achievement and may provide PUSH with spending freedoms and flexibilities not otherwise available.

### **Working with developers**

8.3 PUSH will be developing at least partly on previously undeveloped sites that require extensive servicing. We will therefore be seeking to negotiate planning obligations, including those for affordable housing, in respect of every development site. We will also:

- explore the creation of management companies with developers to manage new developments to a high standard over the longer term;
- invite joint ventures with partners to develop sites. One already exists at Tipner in Portsmouth. PUSH is willing to enter JVs for a package of sites if appropriate and will be actively seeking expressions of interest from developers.

- 8.4 The Government has set out proposals for a **Community Infrastructure Levy** in its current Planning Bill that empowers local planning authorities to require a defined scale of contribution arising from the grant of planning consent. PUSH has commissioned advice about the options for funding infrastructure, including a strategic tariff and the proposed levy, and will be designing and putting such a tool in place once empowered by the legislation to do so. We propose to use it for investment in strategic infrastructure to support the sub-regional strategy (this also links with work described in chapter 4, page 29, to establish social infrastructure requirements and funding arrangements). The details of how the fund will operate have yet to be fully established.

<b>PUSH 4</b>	<b>Priority</b>
• Establish common policy on developer contributions	1
• Develop an infrastructure delivery plan (links with SSI1)	1
• Develop proposals for a Community Infrastructure Levy / tariff to finance strategic infrastructure	1
• Submission of a CIF bid for transport investment	1
• Coordinate bid for Housing Corporation funding	1
• Support bids by the utilities to their regulators to enhance investment in the PUSH area	1
• Develop and establish a strategic project delivery fund to resource essential studies	2
• Consider joint ventures with development partners	2

### **New Growth Point Funding**

- 8.5 PUSH has received £6.7m capital and £0.7m revenue for the year 2008-09 to support its strategy. Years two and three of the allocation are indicative rather than fixed. Allocations of NGP funding to individual projects are set out on an indicative basis at Appendix 8a and 8b. All projects will be subject to appraisal compliant with HM Treasury Green Book standards, which may result in modifications to levels of funding or phasing of projects, or selection of alternative projects (subject to approval by the Programme Board) where these support PUSH strategic objectives and offer opportunities for early delivery of outcomes.

	£000 2008-09	£000 2009-11 <i>indicative</i>
NGP Capital	6,768	12,891
NGP Revenue	729	1,021
Total	7,497	13,912

## 9 RISK

9.1 Delivery of this Plan depends upon both internal and external factors over which PUSH will have varying levels of control. Responsibility for identifying, mitigating and managing the specific risks associated with particular schemes, projects and programmes will rest with the relevant lead body. The Programme Board will have overall responsibility for risk management.

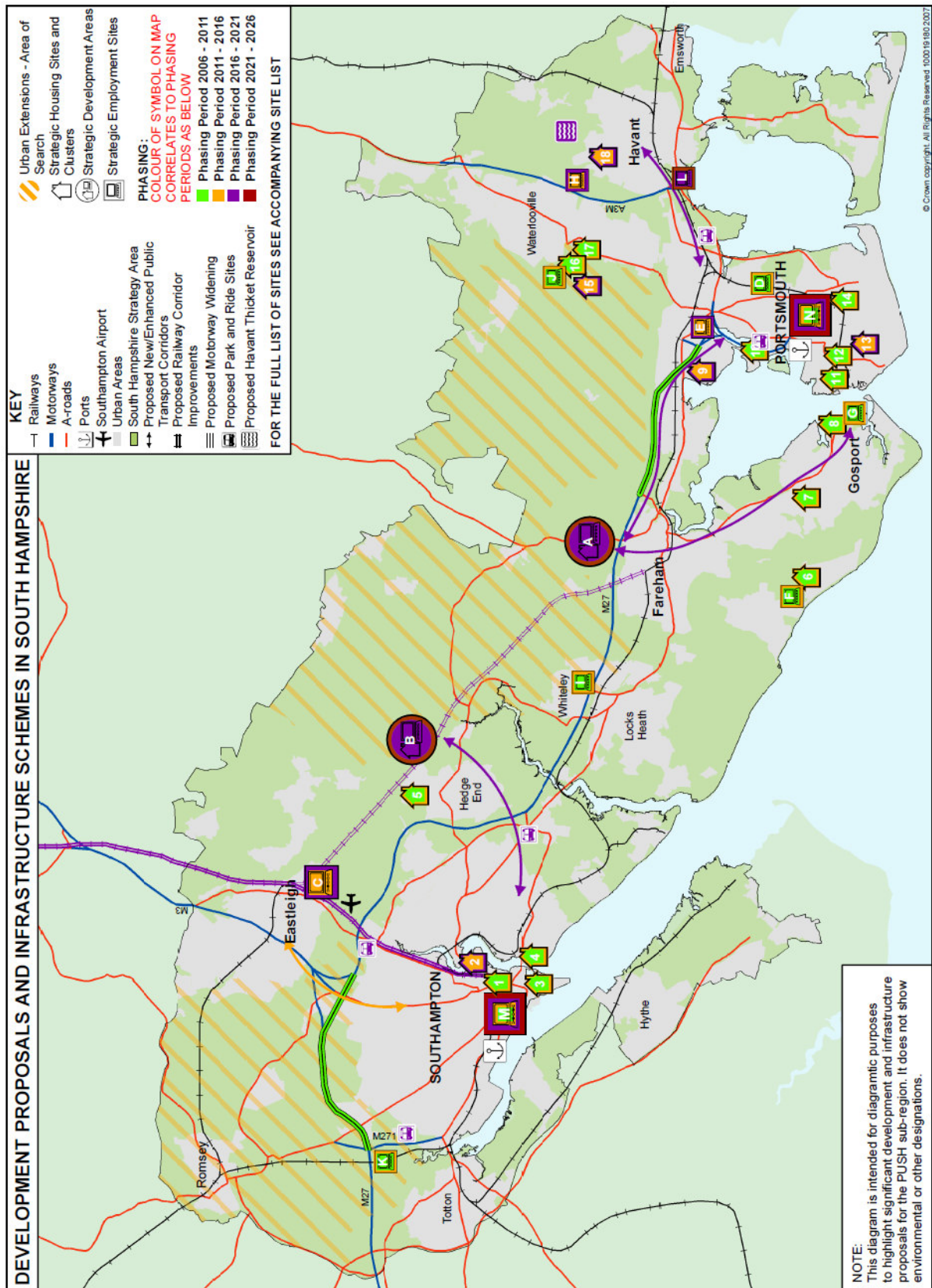
9.2 The following table identifies the main generic risks and proposed response.

Risk	Level of risk	Response
Insufficient funding to implement the programme	H	<p>The PUSH programme will continue over 20 years and funding cannot always be assumed to be sufficient. We will mitigate risk by</p> <ul style="list-style-type: none"> <li>a) working with partners and with a range of funding programmes so as to spread the risk;</li> <li>b) develop our own funding model based on the tariff approach so as to ensure that we tap into the substantial planning gain that arises from development and apply it to public purposes.</li> </ul>
Insufficient staff resource to implement the programme	H	<p>This is an immediate risk in that PUSH is attempting now to plan major economic and community developments. We will mitigate the risk by setting up project development teams for the biggest projects and pooling staff between them.</p>
Slippage on planning timetable for LDFs and Area Action Plans	L	<p>The planning milestones are all timetabled and monitored. Significant risk should not arise but timetables may be affected by reconsideration of options, EiPs and legal challenge.</p>
Slippage on project timetable for delivery of major projects	L	<p>Individual projects will be subject to different levels of risk but most projects are already in the land use planning process. Most risk attaches to the two SDAs and SHSEZ that are now on a tight timetable to deliver. PUSH will not compromise on achieving satisfactory developer agreements simply because of time pressures.</p>



Risk	Level of risk	Response
Transport infrastructure proves inadequate to deliver programme	M	<p>The risk here is that the strategic road network (especially the M27) will be inadequate to meet the traffic demands arising from growth. A separate but tangible risk is that new or improved junctions onto the network will not be permitted.</p> <p>The risk is mitigated by the policy of reducing and managing demand to travel and prioritising public transport investment. Road traffic levels will continue to rise with or without growth and congestion can be expected to get worse.</p>
Other infrastructure is inadequate to deliver the programme or slips	M	<p>The risk is mitigated by PUSH supporting the utilities' investment bids to the Regulators. Social infrastructure is at risk if Government fails to provide the funding necessary to education, health and social programmes to ensure that it keeps pace with growth.</p>
Economic, infrastructure or housing programme gets out of alignment	M	<p>PUSH will mitigate this risk by continual monitoring of its programme. The rate at which different developments come forward will depend partly on the market.</p>
Housing and employment floor space cannot be delivered as planned	L	<p>This may be a product of the planning process, of developer behaviour or the market. PUSH will be managing delivery.</p>

# Appendix 1: Indicative Map of Development Proposals and Infrastructure Schemes in South Hampshire



## List of Development Proposals and Infrastructure Schemes in South Hampshire

### Strategic Housing Sites and Clusters

1. Southampton City Centre North
2. Drivers Wharf/Meridian
3. Southampton City Centre South
4. Vosper Thorneycroft/Woolston
5. Dowds Farm
6. Daedalus
7. Rowner
8. Gosport Waterfront
9. Port Solent
10. Tipner
11. Historic Ships Car Park
12. Station Square
13. Somerstown
14. Pompey Village
18. Leigh Park



### Urban Extensions

15. West of Waterlooville (extension)
16. West of Waterlooville (Winchester)
17. West of Waterlooville (Havant)



The map shows area of search for urban extensions in those parts of Winchester district and Test Valley borough which are in the PUSH area. The locations shown have been identified by the respective authorities in documents published for consultation and have yet to be confirmed through the planning process:

- Winchester City Council has been consulting on 3 options: Expansion of Bishops Waltham, Wickham and Knowle; and expansion of West of Waterlooville; concentration of growth at Whiteley;
- Test Valley Borough Council has been consulting on 3 options: Romsey; North Baddesley; and Nursling and Rownhams

### Strategic Development Areas

- A. North of Fareham Strategic Development Area
- B. North/North East of Hedge End Strategic Development Area



### Strategic Employment Sites

- C. South Hampshire Strategic Employment Zone
- D. Hilsea Gasworks
- E. IBM Headquarters
- F. HMS Daedalus
- G. Gosport Waterfront
- H. Dunsbury Hill Farm
- I. Whiteley
- J. West of Waterlooville
- K. Nursling
- L. Broadmarsh
- M. Southampton City Centre Focus
- N. Portsmouth City Centre Focus



# ***A brighter future for South Hampshire: moving to delivery***

**PUSH Business Plan 2008-11**

**Volume II: Appendices 2 to 8**



## **PUSH Business Plan: Volume II – Appendices**

These Appendices set out the action plans for each chapter of the Business Plan. They are primarily designed for use by PUSH and its partners to shape, monitor and performance manage delivery.

These Appendices present differing levels of detail. Some areas are less complete, awaiting information from studies that are nearing completion at the time this Plan is being finalised. On others, further studies need to be commissioned: these are identified as actions, and will inform future iterations of the Plan.

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## APPENDIX 2: Economic Development Action Plan

### Skills and Labour Market (SLM)

High Level Strategic Objective	Relevant indicators and targets			
<b>Integrate and improve skills and employment service delivery to employers and the workforce</b>		2005/6	2011	2026
	Percentage of working age economically active	80	81	85
	Percentage of working age in employment	76	78	82
	Percentage of working age population with L2 or above	63	79	95
	Percentage of working age population with L3 or above	45	56	73
	Percentage of working age population with L4 or above	24	30	45
	Achievement of a L2 qualification by the age of 19	65	82	95
	Achievement of a L3 qualification by the age of 19	47	54	70
	Apprenticeships	tbc	tbc	tbc
	Skills for Life	tbc	tbc	95
% Achieving 5 GCSEs grade A*-C (incl Maths & Eng)	Ahead of national and regional average with upward trajectory			

### Intermediate Objectives

1. Integrate and improve skills and employment service delivery to employers and the workforce
2. Increase engagement in the workforce by tackling barriers and skills
3. Improve productivity by upskilling the workforce

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SLM1 Create an “Employment &amp; Skills Board” to provide coordinated leadership</b>						
<b>SLM1a</b> Investigate productivity benefits and employment impacts of creating an “Employment & Skills Board”.	Increase employers propensity to recruit locally, increase social inclusion, increased workforce development / sustainable employment resulting in increased productivity levels and employers better equipped to compete locally/ globally.	<b>JobCentre Plus MP</b> LSC	<i>Opportunity costs</i>	2008		
<b>SLM1b</b> Create a working group to put in place a structure and terms of reference for	ESB to drive a coherent package of activities that bridges identified gaps	<b>JobCentre Plus MP</b>	<i>Opportunity costs</i>	2008-9		

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
the new board.	in existing provision	LSC Local Authorities				
<b>SLM1c</b> Investigate the possibility of controlling local funding for skills and employment support to provide sub-regional flexibility based on London model.	Reconfiguration of Mainstream funding providing greater flexibility and provide greater control to PUSH in determining its own success against targets.	<b>JobCentre Plus MP</b> LSC	Opportunity costs	2008-9		
<b>SLM2 Develop and implement the PUSH Adult Learning &amp; Skills Strategy</b>						
<b>SLM2a</b> Develop a work programme to implement detailed actions set out in completed Adult Learning & Skills Strategy		LSC AMM	Opportunity costs	2008		
<b>SLM2b</b> Commission sector-specific studies to inform tailored interventions		<b>LSC AMM</b>	LSC			
<b>SLM3 Engaging and up-skilling the resident working age population</b>						
<b>SLM3a</b> Investigate the potential for a greater multi-agency collaboration covering health, employment, skills, etc.	Working collaboratively within mainstream initiatives such as Pathways to work, Local Employer Partnerships and Skills for Jobs to agree projects that cut across all these agenda to overcome barriers into work and increase social inclusion.	<b>Job Centre Plus MP</b>	<i>Opportunity costs</i>			
<b>SLM3b</b> Public sector bodies to sign up to skills and employment pledges to demonstrate benefits to private sector.		<b>All Public Sector BT</b>	<i>n/a</i>		<i>n/a</i>	<i>n/a</i>
<b>SLM3c</b> Pilot the skills pledge in at least three volunteer authorities with associated training support through Train to Gain.		<b>LSC AMM</b>				
<b>SLM4 Increasing graduate retention</b>						
<b>SLM4a</b> Promote effective and targeted marketing of South Hampshire and its quality of life offer to new graduates, including appropriate housing and leisure facilities as well as good employment opportunities.	Coupled with actions to attract and retain businesses offering high quality jobs, effective marketing of South Hampshire, with particular emphasis on its quality of life, will	PUSH BT				



Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
	help counter the migration of graduates to other areas, notably London.					
<b>SLM4b</b> Improve the links between our universities and businesses. This will enable businesses to influence the skills graduates develop making them more employable, and provide a clearer route for businesses to make known employment opportunities to students/graduates.	Actions to increase graduate retention are currently being developed through the Adult Learning & Skills Strategy. There is work being undertaken by Southampton Solent University.	PUSH BT			200	
<b>SLM5 Improving the skills infrastructure and provision.</b>						
<b>SLM5a</b> Supporting the college rebuilding programme		LSC AMM			tbc	tbc
<b>SLM5b</b> Support the Education Authorities and their partners in the development of school infrastructure through the Building Schools for the Future initiative.		<b>Local/Unitary Authorities</b> PUSH CEx			tbc	tbc
<b>SLM5c</b> Address training provision in key areas of deficit identified in the Adult Learning and Skills Strategy.		LSC AMM			tbc	tbc
<b>SLM6 Tackling low achievement in our schools</b>						
<b>SLM6a</b> Recognise the importance of tackling low achievement in schools and support the Education Authorities in the development of initiatives with schools and other partners to address this problem.		<b>Local/Unitary Authorities</b> PUSH CEx	LSC SEEDA LEAs			
<b>SLM7 Investigate specific sector focused skills strategies and interventions.</b>						
<b>SLM7a</b> Research into the retail sector is underway		LSC AMM				
<b>SLM7b</b> Further investigation required in respect of all other key sectors		LSC AMM				

**Enterprise, innovation and business support (EIBS)**

High Level Strategic Objective		Relevant indicators and targets				
<b>Enterprise, innovation and business support: to promote an increase in enterprise, innovation and entrepreneurship in South Hampshire and to provide effective streamlined support to new and expanding businesses</b>	<b>Target</b>		<b>2005/6<sup>1</sup></b>	<b>2011</b>	<b>2026</b>	
	Total Entrepreneurial Activity (TEA)		tbc	tbc	tbc	
	Gross VAT registrations per 1,000 inhabitants		2.4	2.7	3.8	
	VAT stock per 1,000 inhabitants		25	29	40	
	Percentage of businesses surviving 12 months		93	93	94	
	Percentage of businesses surviving 36 months		71	72	73	
	Increased Social Enterprise start-up		<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	
<b>Intermediate Objective</b>						
1. Integrate and improve business support services to make it easier for businesses to access information, advice and support 2. Boost the growth and productivity of businesses to increase GVA 3. Maximising the value of our knowledge assets through increasing levels of knowledge exchange						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>EIBS1 Understanding the needs of our key sectors and clusters</b>						
<b>EIBS1a</b> Investigate the requirements of our key sectors and clusters	Clear understanding of the sub-regions key sector and cluster structure and capabilities for: Increased productivity in the businesses in the cluster. Increased capacity for innovation. High levels of new business formation.	<b>PUSH TL, SEEDA, Business Link</b>	n/a	n/a	n/a	n/a
<b>EIBS1b</b> Target support to priority sectors / clusters in support of the aspirational targets.						
<b>EIBS2 Ensuring Knowledge Exchange &amp; Innovation are at the centre of economic development</b>						
<b>EBS2a</b> Include our Universities in PUSH economic	Improved delivery of knowledge exchange targets.	PUSH BT	n/a		n/a	

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
development leadership						
<b>EBS2b</b> Explore the possibility of a Science & Innovation Campus in South Hampshire	Increase the number of students in science, technology, and innovation subjects in Further Education and Higher Education.	SEEDA KS	SEEDA		tbc	tbc
<b>EBS2c</b> Broker knowledge exchange between universities, businesses and research centres (in all directions) creating a more effective conduit through Solent Synergy	Increase number of new businesses engaged with the identified group of providers by 5% year on year. Increase the amount of spend invested by companies into knowledge transfer by 2%. The number of businesses involved with KTP's, STEP, KITs within Urban South Hampshire increased by 10%. Spin out companies created from the 4 universities. Retention of graduates within the sub-region.	Solent Synergy / Business Link	SEEDA innovation place based teams  University contribution		80	160
	20 businesses p.a. undertaking a Knowledge Transfer Partnership  300 business referrals p.a. from Business Link to other support organisation e.g. universities	Business Link JS	Business Link core funding		50	0
<b>EBS2d</b> Establish a Solent Festival of Innovation based on the Portsmouth Festival of Innovation model.	1 festival established per year involving 100 businesses with collaborations between businesses, universities, and research centres.	PCC JH SEEDA	PUSH / SEEDA  Private Sector		10  30	100  60

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
			Sponsorship			
<b>EBS2e</b> Develop a specific focus on the Environmental Technology and Services sector to support and encourage sustainable development through R&D, knowledge exchange and business support mechanisms. This will include increasing our capacity to support businesses in the area of sustainable practices.	Develop a co-ordinated and partnership approach through the establishment of a Local Support Group. Development of a local area strategy and action plan.	SCC TL, Business Link JS,	PUSH (URBACT)		5	10
			ERDF (URBACT)		12	24
	600 businesses engaged with Business Link with focus on sustainability		Bus Link core funding		30	0
<b>EIBS3 Improving the coordination of business support across South Hampshire</b>						
<b>EIBS3a</b> Focus support through intensive assistance to priority sectors, clusters and inward investors (see also action II2).	Numbers TBA once sectors defined	<b>Business Link JS</b>	SEEDA / PUSH		30	60
			SEEDA Business Link core funding			
<b>EIBS3b</b> Promote international trade to broaden the markets of South Hampshire businesses through both encouraging first time exporters and supporting the development of existing exporters to grow their markets.		UKTI ?				
<b>EIBS3c</b> Secure resources to increase the volumes of business support available and enable increased penetration.	Increase in Business Link's total market penetration (from baseline of 25% to 30% of IDBR).	Business Link JS SEEDA	Business Link SEEDA		550	tbc
	Increase in Business Link's Intensive Assistance penetration rate (as a tbc % of PUSH Urban core IDBR) from		Business Link core funding + + ?		1,650	0

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
	baseline of 3.8% to 5% of IDBR.					
	10 new regular Business advice clinics with 75 – 100 clients through each clinic on an annual basis.		Business Link core funding		Included in above amount	
	1 or 2 major Meet the Buyer events per annum.	Local Authorities				
<b>EIBS3d</b> Improve access to finance for SMEs.	Increased number of businesses established. Provide monthly finance clinics in appropriate locations.	Business Link JS SEEDA Local Authorities	SEEDA		55	110
	4 venues with 20 clinic slots per month. 200 businesses per year assisted.		Business Link core funding ++ ?		25	
<b>EIBS3e</b> Promote ICT take up. <i>There is already a series of projects in place to support ICT take up covering infrastructure, skills and business support.</i>	Increases Productivity and GVA	<b>eHampshire Partnership JRE</b>	SEEDA; HCC eHampshire Partners		60	120
<b>EIBS4 Delivering leading edge ICT infrastructure.</b>						
<b>EIBS4a</b> Form a senior level working group to provide coordinated leadership in developing leading edge ICT infrastructure and responding to the opportunities of new technologies.	Attracting inward investment; Effective ecommerce; Productivity Skills development Inclusive workforce	HCC JRE	Local Authorities; BT? Other corporate		20	40
<b>EIBS4b</b> Use the Planning system (LDF policy and Section 106 agreements) to improve the ICT infrastructure by demanding that new developments incorporate state of the art technology infrastructure. (see also SP3)	Promotion of self-employment Accessibility of groups facing barriers to workplace jobs Homeworking/flexible working assists recruitment and retention and sustainability	HCC JRE	Local Planning Authorities		20	20

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>EIBS4c</b> Support eHampshire in efforts to improve ICT infrastructure	Advanced infrastructure and global competitiveness	PUSH EDD	Growth Point SEEDA Private Sector		400	1150
<b>EIBS5 Developing an enterprising culture</b>						
<b>EIBS5a</b> Develop an enterprise culture strategy for South Hampshire to increase the number of businesses, improve survivability rates and foster innovative behaviour.	Increase in the Total Entrepreneurial Activity (TEA) rate as measured by the GEM survey	<b>Business Link JS</b>	Business Link Core Funding		15	n/a
<b>EIBS5b</b> Young Entrepreneurs Innovation Challenge – “PUSH AHEAD!”	20 schools to participate each year. 120 students participating. 20 businesses engaged with schools.	Education Business Partnerships	PUSH / SEEDA	2007 - ongoing	20	40
<b>EIBS5c</b> Support social enterprise development	Provision of social enterprise start up workshops – currently 2 per county per quarter. Provide social enterprise business support at parity levels.	<b>Local Authorities Business Link JS</b>	SEEDA / PUSH		180	360
			Office of the Third Sector (through Business Link)		50	
			Business Link Core Funding		40	
<b>EIBS6 Improving access to Public Sector procurement</b>						
<b>EIBS6a</b> Review public sector procurement rules and assess where we can adjust processes allow better access to SMEs	Increased SME contracts.	PUSH EDD	PUSH/Bus Link		20	20
<b>EIBS6b</b> Support SMEs to collaborate to bid for contracts	Increased SME contracts. Public procurement action plan	<b>Business Link JS</b>	PUSH/Bus Link		0	70

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>EIBS6c</b> Raise awareness of support to SMEs to improve competitiveness and tendering skills	100 businesses per year Training and advice to develop the capacity of SMEs to win public sector contracts. Increased SME contracts. 3000 businesses by 2009/10 published on CompeteFor (London 2012 activity)	<b>Business Link JS</b>	SEEDA		120	240
			Business Link Core Funding		Already included in penetration amount	
<b>EIBS7 Development of Business Improvement Districts (BIDs).</b>						
<b>EIBS7a</b> Promote the creation of BIDs across the whole of South Hampshire	Establishment of five Industrial Estate Bids, each producing a business rate levy after successful ballot of at least £100k per annum to contribute to major estate improvement projects e.g. traffic, security, environmental or central purchasing	<b>HCC JRE</b> Unitary Authorities	In Kind support		150	300

## Inward Investment (II)

High Level Strategic Objective	Relevant indicators and targets					
<b>Business retention and Inward Investment: to promote South Hampshire as a location for business creation, expansion and investment</b>	<b>2011</b>		<b>2026</b>			
	Establish sub-regional inward investment body		Target outcomes to be determined. Indicators may include: <ul style="list-style-type: none"> <li>• Number of inward investment projects supported</li> <li>• GVA generation through supported projects</li> <li>• Jobs created/safeguarded</li> </ul>			
<b>Intermediate Objective</b>						
<ol style="list-style-type: none"> <li>1. <b>Attract inward investors from elsewhere in the UK and abroad to South Hampshire</b></li> <li>2. <b>Deliver high quality aftercare to inward investors to embed them into the sub-region</b></li> <li>3. <b>Facilitate the ongoing investment of existing South Hampshire businesses</b></li> </ol>						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
<b>II1 Investigate the creation of a sub-regional inward investment body.</b>						
<b>II1a</b> Establish a senior executive level working group to establish feasibility and take first steps.		PUSH EDD SEEDA				
<b>II1b</b> Develop strong links with the SEEDA regional inward investment team and activities of the sub-region's Universities internationally to capitalise on existing mechanisms to attract international investors.		PUSH EDD SEEDA				
<b>II1c</b> Work with sector consortia to increase inward and indigenous investment activity in our key sectors.		PUSH EDD				
<b>II1d</b> Task the new body with identifying South Hampshire's key USPs, the development of a PUSH wide commercial property database and creation of promotional materials.		PUSH EDD				



*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>II2 Expansion of Inward Investment aftercare services to embed foreign and domestic investors in South Hampshire and maximise their economic impact..</b>						
<b>II2a</b> Appoint a second Investor Development Manager for Hampshire		SEEDA KS				
<b>II2b</b> Prioritise major inward investors for focused business support as part of an aftercare support programme (linked to EIBS2)	Tailored support to attract, retain and grow inward investors (SMSs)	SEEDA / Business Link	Business Link Core Funding		Part of mainstream funding	
<b>II3 Improving engagement with the business community.</b>						
<b>II3a</b> Build stronger relationships with intermediaries to ensure joined up support to potential inward investors.		Inward Investment body when in place BT				
<b>II3b</b> Develop a South Hampshire ambassadors programme to use existing business leaders to promote the sub-region externally.		Inward Investment body when in place BT				
<b>II3c</b> Work with existing businesses to enable further investment in the South Hampshire area	Retention and growth of inward investor businesses (SMEs)	Business Link JS	Business Link Core Funding			

## Sites and Premises

High Level Strategic Objective	Relevant indicators and targets					
<b>Sites &amp; Premises: to ensure the right type, mix and location of sites and premises to support business growth</b>	<p><b>This theme has qualitative rather than quantitative based output and outcome measures. By 2011 the following key outcomes should be achieved:</b></p> <ul style="list-style-type: none"> <li>• Completion of all research studies currently identified</li> <li>• Inclusion of agreed employment sites within emerging LDF across the sub-region</li> <li>• Clear evidence of progress in the delivery of key employment sites, particularly the South Hampshire Strategic Employment Zone (SHSEZ)</li> </ul>					
<b>Intermediate Objective</b>						
<ol style="list-style-type: none"> <li>1. Understand the sites and premises requirements across the sub-region</li> <li>2. Deliver appropriate sites and premises to underpin the growth of the PUSH economy</li> </ol>						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SP1 Understanding future demand and how it should be met (see also HP3).</b>						
<b>SP1a</b> Investigate further: the link between economic development and planning; the demand for start-up and move on space; the demand for B8 / logistics space; the implications of institutional demand (i.e. non traditional employment uses); and research into demand by typology (waterfront, city centre, motorway) rather than Use Class.	Critical to ensuring availability of space to allow new and expanding business investment	HCC JRE	SEEDA Local Authorities Growth Point		55	60
<b>SP1b</b> Ensure links between inward investment and land use plans are made		Inward Investment body when in place BT				
<b>SP2 Ensuring the delivery of key employment sites (see also HP3).</b>						
<b>SP2a</b> Investigate the creation of an appropriate delivery vehicle to increase our strategic influence over the development of sites through land assembly and ownership.		PUSH BT SEEDA				
<b>SP2b</b> Provide resources by recycling investment gains into PUSH wide identified needs.		PUSH PD				

*PUSH Business Plan: Appendix 2 – Economic Development Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SP2c</b> Deliver the South Hampshire Strategic Employment Zone (SHSEZ)		PUSH EDD Eastleigh BC BT, PM				
<b>SP3 Ensuring the delivery of key employment sites.</b>						
<b>SP3a</b> Research the economic development role of SDAs in order that they make a valuable contribution to sustainable economic growth.	Provision of Employment land in balance with housing development	PUSH EDD	?			
<b>SP3b</b> Investigate the possibility of homeworking hubs within SDAs to reduce levels of out commuting.		<b>SEEDA KS</b>				
<b>SP3c</b> Include leading edge ICT infrastructure within SDAs (refer to EIBS3)	Digital Infrastructure should alleviate pressures on traditional methods	<b>HCC JRE</b>	SEEDA Growth Point Private sector		400	1,150
<b>SP4 Supporting the key sectors and clusters through provision of appropriate sites and premises. (This will be delivered through SP1 and SP2).</b>						

	2008/9	2010/11
<b>Indicative Gross Resources - Economic Development (£000)</b>	<b>4,277</b>	<b>4,094</b>

## Appendix 3a: Transport Infrastructure (TI) Action Plan

High Level Strategic Objective	Relevant indicators and targets					
<b>EFFECTIVE TRANSPORT</b>	<ul style="list-style-type: none"> <li>• delivery to target timescales</li> <li>• reduction in the rate of car usage</li> <li>• number of public transport trips</li> </ul>					
Intermediate Objective						
<ol style="list-style-type: none"> <li>1. Improving accessibility</li> <li>2. Supporting a buoyant and diverse economy</li> <li>3. Encouraging modal shift from private car to public transport</li> </ol>						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>T11</b> Traffic management measures: junctions and M27	Improves traffic flow and unlocks capacity	TfSH / Highways Agency		2009-onwards	to be identified	
<b>T12</b> Bus rapid transit: <ul style="list-style-type: none"> <li>• undertake outline design study</li> <li>• identify phasing and financing</li> <li>• undertake advance works</li> </ul>	Unlocks 'manage' strategy for SE of sub-region	TfSH	NGP, Poss SEEDA /CIF bid for £200,000	2008-10	85	0
<b>T13</b> Park and Ride: <ul style="list-style-type: none"> <li>• detailed feasibility planning</li> <li>• advance works on designated projects</li> </ul>	Essential component of 'reduce and manage' strategies	TfSH	Poss CIF bid for £5m	2009 2009-11	to be identified	
<b>T14</b> Undertake access studies for the SDAs and MDAs	Access to development sites	TfSH / PUSH / LPAs	NGP Poss SEEDA bid for £100,000	2008-09	100	50
<b>T15</b> Undertake access study for SHSEZ	Access to development sites	TfSH / SEEDA / EBC / PUSH	NGP(R)	2008-09	50	
<b>T16</b> Advance transport works for links to SDAs / major development sites	Access to development sites	TfSH / Highways Agency		2010-onwards	to be identified	

**PUSH Business Plan: Appendix 3a – Transport Infrastructure Action Plan**

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>T17</b> Slip road works Tipner	Access to major development site	PCC / TfSH / PUSH	NGP(cap)	2008-11	300	4,600
<b>T18</b> Rail study Eastleigh cord	Promotes rail usage	TfSH / SWT / SEEDA / PUSH	NGP(R)	2008-09	25	
<b>T19</b> Develop a freight strategy for South Hampshire	Improving movement of goods through the Port of Southampton	TfSH	To be identified	2008/9	To be identified	
<b>T110</b> Create single urban traffic control centre across PUSH area	Improves transport management	TfSH	Possible CIF bid	2009-12	to be identified	
<b>T111</b> Scoping work for a proposed Integrated Transport Authority	Governance study	TfSH	TfSH	2008-09	40	
<b>T112</b> Traffic model refinement		TfSH / consultants	NGP(R), poss bid to CIF/ SEEDA for £100,000	2008-09	to be identified	

## Appendix 3b: Transport for South Hampshire – Proposed transport implementation requirements to 2026

Scheme/ Project Description		£ Million										
		Motorway Juncts / widening	Active Traffic Management M'ways	Strategic/ Other Traffic Management LA Roads	New Roads / Junctions	Railway / Inter-change	Bus Priority etc	Park & Ride	Information & other Management	Other	Reduce	Total
<b>A</b>	<b>Access To Sub-Region</b>											
A1	Winchester - Southampton Corridor (M3 Jct 9 - Southampton port incl tfc management)	287	156	20		20	20	15	30		2	550
A2	M27 corridor	125	95	50			8		20		2	300
A3	A3 corridor (inc. Farlington P&R & Broadmarsh)	50	40	20	10	12	3	5	8		2	150
	<b>Total</b>	<b>462</b>	<b>291</b>	<b>90</b>	<b>10</b>	<b>32</b>	<b>31</b>	<b>20</b>	<b>58</b>		<b>6</b>	<b>1000</b>
<b>B</b>	<b>Eastern Access to Southampton inc SDA</b>											
B1	Southampton Central station					20						20
B2	A3024 Bus & High Occupancy Vehicle Lane						9					9
B3	Northam railway bridge						9					9
B4	Windhover P&R							5				5
B5	Windhover Junction				18							18
B6	M27 Jct 7 Bus priority and approach roads						25					25
B7	St. Johns Road/Botley				12							12

*PUSH Business Plan: Appendix 3b – TfSH proposed implementation requirements*

Scheme/ Project Description		£ Million										
		Motorway Juncts / widening	Active Traffic Management M'ways	Strategic/ Other Traffic Management LA Roads	New Roads / Junctions	Railway / Inter- change	Bus Priority etc	Park & Ride	Inform- ation & other Management	Other	Reduce	Total
	Rd link											
B8	Link road from N/NE Hedge End SDA to M27 Jct 8				43							43
B9	Other Bus Improvements						1		2			3
B10	Botley Bypass				27							27
B11	Traffic Management, Hedge End Area			10								10
B12	Smarter Choices etc.									2		2
	<b>Total</b>			<b>10</b>	<b>100</b>	<b>20</b>	<b>44</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>183</b>
<b>C</b>	<b>Access in South East Hants inc. N Fareham SDA</b>											
C1	BRT Gosport-Fareham - N.Fareham-Portsmouth						175					175
C2	SDA Link Rd to Jct 11 & Bus Priority + HOV on M27	2	15		40		15					72
C3	Premium Bus network, South East Hants						36		4			40
C4	Traffic Management			15			5		2			22
C5	Gosport, Fareham & Portsmouth Interchanges					33						33
C6	Smarter Choices									2		2
	<b>Total</b>	<b>2</b>	<b>15</b>	<b>15</b>	<b>40</b>	<b>33</b>	<b>231</b>		<b>6</b>	<b>0</b>	<b>2</b>	<b>344</b>

**PUSH Business Plan: Appendix 3b – TfSH proposed implementation requirements**

Scheme/ Project Description		£ Million										
		Motorway Juncts / widening	Active Traffic Management M'ways	Strategic/ Other Traffic Management LA Roads	New Roads / Junctions	Railway / Inter- change	Bus Priority etc	Park & Ride	Inform- ation & other Management	Other	Reduce	Total
D	Access to SHSEZ											
D1	Chickenhall Link Road				73							73
D2	M27 Jct 5	7										7
D3	Rail improvements - Eastleigh Chord, Botley Line					160						160
D4	Southampton Airport Interchange					50						50
D5	Local Traffic Management			5			1		1			7
D6	Smarter Choices										1	1
	<b>Total</b>	<b>7</b>		<b>5</b>	<b>73</b>	<b>210</b>	<b>1</b>		<b>1</b>	<b>0</b>	<b>1</b>	<b>298</b>
E	Access to Tipner											
E1	Park & Ride							20				20
E2	Port Solent -Tipner Link						33		1			34
E3	Tipner Interchange				29							29
E4	Traffic Management			1			1					2
E5	Smarter Choices										1	1
	<b>Total</b>			<b>1</b>	<b>29</b>		<b>34</b>	<b>20</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>86</b>
F	Strategic Traffic Management (not included above)											
F1	South Hampshire Traffic Control Centre			10								10
F2	Other Traffic Management			30			10		15			55



**PUSH Business Plan: Appendix 3b – TfSH proposed implementation requirements**

Scheme/ Project Description		£ Million										
		Motorway Juncts / widening	Active Traffic Management M'ways	Strategic/ Other Traffic Management LA Roads	New Roads / Junctions	Railway / Inter-change	Bus Priority etc	Park & Ride	Information & other Management	Other	Reduce	Total
F3	Freight Delivery Improvements									5		5
	<b>Total</b>			40			10		15	5		70
G	Developing the Evidence Base											
G1	South Hampshire Transport Model									5		5
	<b>Total</b>									5		5
H	Schemes Identified through LDF process											
H1	Urban Extensions & other developments				3				2	3	2	10
	<b>Total</b>				3				2	3	2	10
	<b>Overall Total A, B, C, D, E, F, G &amp; H</b>	471	306	161	255	295	351	45	85	13	14	1910

Note 1: Cost figures are estimates at this stage which are subject to further refinement following detailed assessment / study

Note 2: Capital schemes include optimism bias in accordance with DfT guidance

Note 3: Cost estimates exclude cost of land purchase

## Appendix 4: Sustainability and Social Infrastructure (SSI) Action Plan

High Level Strategic Objective	Relevant indicators and targets					
<b>Securing sustainable communities</b>	<ul style="list-style-type: none"> <li>• delivery by target timescales</li> <li>• water reduction targets per head within new development</li> <li>• number of dwellings built above Code level 3</li> <li>• renewable energy delivered</li> </ul>					
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SSI1 Social Infrastructure</b>						
<b>SSI1a</b> Draw up an overview of social infrastructure requirements over the medium and long term to inform discussion with the local and national providers:	Provides basis for estimating Community Infrastructure Levy / tariff. Engagement of key stakeholders & service providers in planning for growth.					
<ul style="list-style-type: none"> <li>• Review likely education requirements for PUSH (a) nursery (b) primary (c)secondary (d) tertiary (FE / HE)</li> </ul>		HCC / SCC / PCC / FE+HE Institutions	No specific resource need	2008-10		
<ul style="list-style-type: none"> <li>• Review healthcare requirements with providers</li> </ul>		PUSH / PCT / SHA / Ambulance authorities				
<ul style="list-style-type: none"> <li>• Review policing and community safety requirements with providers</li> </ul>		PUSH / Hampshire Constabulary / Fire & Rescue Service				
<ul style="list-style-type: none"> <li>• Review provision of all community facilities in new PUSH communities to establish needs of existing and new communities</li> </ul>		PUSH / parishes / community organisations				
<b>SSI1b</b> Prepare a programme of investment in social infrastructure.		PUSH/HCC		2008-09		

*PUSH Business Plan: Appendix 4 - Sustainability and Social Infrastructure Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SSI2 Climate Change Strategy</b>						
<b>SSI2a</b> Prepare climate change strategy for the sub-region	SSI2 is fundamental to building sustainable communities Set framework and targets for mitigation and adaptation, reducing carbon emissions across new and existing developments, reductions in water consumption and increased waste recycling.	PUSH S&I committee	To be identified	By end 2009		
<b>SSI2b</b> Work in partnership with SEEDA and other appropriate partners to develop renewable energy initiatives and other environmental technologies		PUSH ED/S&I committees	To be identified			
<b>SSI3 Green Infrastructure</b>						
<b>SSI3a</b> Establish wider Green Infrastructure stakeholder group to develop the next stage of strategy	SSI3 promotes quality of life and supports health and well-being objectives		No specific resource need	2008-09		
<b>SSI3b</b> Complete a Green Infrastructure Strategy for South Hampshire and develop an implementation plan based upon it.		PUSH/HCC	NGP		50	50
<b>SSI3c</b> Identify and prioritise green infrastructure projects in which to invest in the future.						
<b>SSI3d</b> Secure coordinator for Green Infrastructure implementation.		PUSH/HCC	Funding yet to be identified			
<b>SSI3e</b> Take overview of LDFs for consistent approach to green infrastructure		PUSH S&I committee	No specific resource need	Commencing 2008		
<b>SSI3f</b> Advise on natural environment aspects of all major development masterplans		stakeholder group / local LPAs		ongoing		
<b>SSI4 Flood Protection</b>						
<b>SSI4a</b> Commission SFRA for major development areas	SSI4 secures compliance with national planning guidance and	PUSH / LPAs	Developer funding	ongoing		

*PUSH Business Plan: Appendix 4 - Sustainability and Social Infrastructure Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SSI4b</b> Work with partners including the Environment Agency to establish standards of flood protection and priorities for investment in additional flood protection	mitigates flood risk	EA / PUSH	No specific resource need	2008-10		
<b>SSI4c</b> Work with partners to establish financing options for priority flood protection projects		EA / PUSH		2008-10		
<b>SSI4d</b> Review proposed housing distribution in the light of SFRAs		PUSH/EA		2008-09		
<b>SSI5 Water Management</b>						
<b>SSI5a</b> Complete Integrated Water Management Study Phase 2	Delivers integrated approach to reducing water consumption, reduce abstraction and increase alternative sources of supply and surface drainage	PUSH with EBC, HCC and EA	NGP	April 08	40	
<b>SSI5b</b> Work with partners to agree water consumption reduction strategy in the light of water abstraction targets		EA / SW / PW / PUSH	No specific resource need	2008-09		
<b>SSI5c</b> Establish water 'retrofit programme' with RSLs and local housing authorities to reduce consumption in social housing		PUSH with EA and Radian Housing Association		End 2009		
<b>SSI5d</b> Work with partners to support investment in Havant Thicket reservoir		Portsmouth Water	PW	April 2009 submission of Pricing Review 2009		
<b>SSI5e</b> Work with partners to consider new water supply options		SW / PW / PUSH	SW Water/PW	2009-10		
<b>SSI5f</b> Work with partners to establish waste water strategy in conformity with Habitats Regulations		EA / SW / PW / PUSH	To be identified Partner funding required	2008-09		
<b>SSI5g</b> Undertake Portsmouth Spice Island storm water separation pilot project		PW / PCC / PUSH	NGP	Start 2008-09	300	1,100

*PUSH Business Plan: Appendix 4 - Sustainability and Social Infrastructure Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SSI5h</b> Work with partners to identify sewage treatment options and new investment needs		EA / SW / PW / PUSH	To be identified Partner funding required	2009-10		
<b>SSI6 Sustainable Construction</b>						
<b>SSI6a</b> Oversee adoption of PUSH sustainable construction policies in all LDFs, supported by guidance	Ensure that all new housing is built to at least Code level 3	PUSH / LPAs	No specific resource need	2008-11 in keeping with Planning timetable		
<b>SSI6b</b> Plan the Fareham SDA, the N/NE Hedge End SDA and urban extensions to the highest environmental standards		PUSH with FBC, EBC, WCC		2008-10		
<b>SSI6c</b> Pilot CSB level 6 homes in West of Waterlooville development	Demonstration project to understand building at Code 6	HBC and WCC / developers	NGP	Start 2008-09	200	200
<b>SSI6d</b> Develop initiatives to reduce the arisings of construction waste from new developments.	Reduction in waste supporting achievement of CSB standards.	PUSH, Developers	tbc	Start 2008-09		
<b>SSI7 Energy</b>						
<b>SSI7a</b> Commission next stage of energy study: - develop options for local energy networks (ESCO) - prepare specification for local energy networks and tender - Establish renewables targets	To establish sustainable energy provision in new and existing developments and meet regional carbon reduction targets	PUSH	NGP Partner funding to be identified	2008-09	40	
<b>SSI7b</b> Invest in Southampton City Centre ground energy pilot scheme		SCC	NGP	Start 2008	50	400
<b>SSI7c</b> Develop a pilot Combined Heat and Power installation at Millbrook, Southampton to promote CHP in appropriate locations in the PUSH area.		SCC	To be identified			

*PUSH Business Plan: Appendix 4 - Sustainability and Social Infrastructure Action Plan*

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>SSI8 Waste and resource recovery</b>						
<b>SSI8a</b> Prepare effective waste flow mapping and develop initiatives for the reuse of materials and generation of energy from incineration of residual waste.		HCC	To be identified	2009-10		
<b>SSI8b</b> Establish strategy and targets and investment needs for waste recovery and recycling in new developments		HCC / EA / PUSH				

## Appendix 5a: Housing and Planning (HP) Action Plan

High Level Strategic Objective	Relevant indicators and targets					
<b>To support sustainable, economic-led growth by ensuring an adequate supply of new housing and employment floorspace.</b>	<ul style="list-style-type: none"> <li>• Total housing completions compared to South East Plan targets</li> <li>• Percentage of new homes with 1 / 2, 3 and 4 bedrooms compared to targets in the sub-regional housing strategy</li> <li>• Deliver 1,425 affordable homes a year on average of which 65% will be social rented</li> <li>• 5 year supply of land with planning permission or allocated for house building</li> <li>• 100% of social housing stock meeting decent homes target by 2010</li> <li>• Number of private homes improved – 2610 homes improved: 1286 made decent, 976 made energy efficient, 285 taken out of fuel poverty 193 made accessible, 26 rented made decent/energy efficient, 42 empty homes made decent and reoccupied</li> <li>• Improvements in energy efficiency (average SAP rating) in social sector and in private sector</li> <li>• Reduction in the numbers in temporary accommodation as at December 2004 by 50% by 2010. (22% reduction by December 2006)<sup>9</sup></li> <li>• Increase number in people helped to live independently</li> </ul>					
<b>Intermediate Objective</b>						
<ol style="list-style-type: none"> <li>1. To support economic growth by increasing the supply of housing to deliver a balanced housing market including family and affordable homes</li> <li>2. To improve the condition and management and make better use of the existing housing stock</li> <li>3. To drive long-term economic prosperity through the principles of sustainable development;</li> <li>4. To meet the needs of everyone including homeless and vulnerable groups.</li> </ol>						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
<b>HP1 Planning and Local Development Frameworks</b>						
<b>HP1a</b> Prepare PUSH response to the Secretary of State's Proposed Changes to the draft South East Plan	Provides the planning framework for implementing PUSH housing policies	PUSH planning	Existing resources	October 2008		

<sup>9</sup> Good Progress has been made by the PUSH LAs against the temporary accommodation target with a 22% reduction being achieved by 2006, well above the target of 17%

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>HP1b</b> Monitor progress against project milestones for developing strategic sites (detailed in Appendices 6 and 7 of the PUSH Programme of Development of October 2007, that will be continually updated);	Supports delivery against housing trajectory and conditional, managed growth objective	PUSH planning		Ongoing; refresh of POD / BP in 2008/09		
<b>HP1c</b> Ensure a PPS3-compliant supply of land with planning permission or allocated for house building, working with landowners, developers and other stakeholders to facilitate their development.		LPAs		Ongoing		
<b>HP1d</b> Deliver 4,000 new homes a year on average across the three years of the business plan;		LPAs, private, public & RSL developers / house builders		Ongoing		
<b>HP1e</b> Prepare and adopt Local Development Documents which allocate sites, including urban extensions where relevant, to meet the housing targets in the South East Plan (see Appendix 5b).		LPAs		June 2010 – Aug 2012		
<b>HP1f</b> Take an overview of the core strategies and ensure that they deliver a consistent, joined up planning vision for South Hampshire;		PUSH		2008 – September 2011		
<b>HP2 Strategic Developments</b>						
<b>HP2a</b> Establish project teams and boards to prepare the new communities at Fareham and N/NE Hedge End, and to support work on urban extensions and other major development areas, including the procurement of RSL partners	Supports the timely development of two SDAs and major strategic developments	FBC, EBC, WCC, TVBC & other relevant LPAs	NGP	2008-13	200	400
<b>HP2b</b> Prepare and adopt an Area Action Plan for each Strategic Development Area (North of Fareham; North / North East of Hedge End)		FBC, EBC and WCC in consultation with PUSH.	Existing resources	June 2011 – Fareham Jan 2012 – Hedge End		
<b>HP2c</b> Resource local delivery teams in relation to strategic development schemes.		PUSH Team	NGP	2008-13		



Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>HP2d</b> Develop proposals for management companies for new developments		PUSH team, LPAs				
<b>HP3 Employment Land (see also SP1 and SP2)</b>						
<b>HP3a</b> Complete the apportionment amongst individual PUSH authorities, of the total South Hampshire employment floor space requirements.	Critical to ensuring availability of space to allow new and expanding business investment	Local Planning Authorities	Existing resources	Summer 2008		
<b>HP3b</b> Ensure the inclusion in LDFs of appropriate land allocations which can be developed in the required timeframe together with an effective framework for monitoring and reviewing take-up (related to SP1 & SP2).		Local Planning Authorities	Existing resources	2008-10		
<b>HP3c</b> Identify the constraints to development of key employment sites and secure the commitment of the relevant agencies and landowners to the timely removal of those constraints.		Local Planning Authorities	Existing resources	2008 continuing		
<b>HP4 Housing policy and strategy</b>						
<b>HP4a</b> Implement a single unified Housing Strategy for the sub-region by 2012.		SCC/PUSH	Existing resources	2008-12		
<b>HP4b</b> Encourage developers to adopt policies to support the use of local labour in construction projects.				2009-2013		
<b>HP5 Affordable Housing</b>						
<b>HP5a</b> Implement Common Framework for Affordable Housing	To secure the target number of affordable (social rented and intermediate) homes	Local planning authorities	Existing resources	2008 continuing		
<b>HP5b</b> Include policies in Local Development Documents on affordable housing including appropriate site thresholds and site percentages, in order to ensure delivery of affordable housing targets.		Local planning authorities				
<b>HP5c</b> Work with partners and Housing Corporation / English Partnerships / HCA and private developers to deliver at least 1,425 affordable homes a year on average of which 65% will be social rented.		Local housing authorities	Housing corporation	2008-16	63,000 (bid)	63,000 per year (bid)

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>HP5d</b> Investigate delivering affordable housing without subsidy		SCC/Local housing authorities	Existing resources	2009-11		
<b>HP6 Housing Conditions</b>						
<b>HP6a</b> All 6 stock holding LAs to have made all of their stock decent by 2010 <sup>10</sup>	Improve the condition of the existing stock and diversify tenure	Local housing	Regional Housing Board	By 2010	3,532	3,532 per year
<b>HP6b</b> Promote estate renewal in areas of mono-tenure and investigate setting up Special Purpose Vehicles (with English Partnerships / HCA) to deliver new homes of diverse tenure		SCC/PCC/EP	Bid to English Partnerships	Long term to 2016		
<b>HP6c</b> Implement a PUSH wide project of Private Sector Renewal funded by the Regional Housing Board to tackle poor conditions in the private sector and promote energy efficiency.		Local Housing Authorities	RHB plus match funding e.g. from local authorities and Warmfront	2011	17,200 over period 2008 – 2011	
<b>HP6d</b> Undertake work to improve water efficiency in existing social housing;		Havant BC	Utility companies	to 2016	To be advised	To be advised
<b>HP6e</b> Promote energy efficiency and tackle fuel poverty by seeking to attract additional funding		Included in HP5a/c. Bid for additional resources to be made	SCC	Utility companies	to 2016	tbc
<b>HP7 Meeting Housing Need</b>						
<b>HP7a</b> Work with Housing Associations to encourage RSLs to fund adaptations to encourage those living in their housing stock to live independently.	Better use of the existing stock	Local Housing Authorities		2011	6,600	6,600 per year
<b>HP7b</b> Promote greater choice in housing options; seeking to develop cross border letting across the PUSH area and investigating cross boundary nominations.		Fareham BC/Local housing authorities	Existing resources	2008-10		

<sup>10</sup> The 6 stock holding LAs are on track to meet 2010 DHS target, and collectively slightly ahead of schedule with 76% of the stock decent against a target of 75%

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>HP7c</b> Tackle under-occupation and make best use of the housing stock by developing initiatives to encourage a range of housing solutions to be developed for older people.		SCC/Local housing authorities	Existing resources	2008-10		

## Appendix 5b: Planning Delivery Timetable

PLANNING MILESTONES	2007-08	2008-09	2009-10	2010-11	2011-13	2013-
<b>East Hampshire</b>						
Core strategy	Issues and options consultation Feb	Preferred options consultation June	Submission April 09, EIP Feb 10	Adoption Sept		
Development allocations	Issues and options consultation Sept		Preferred options consultation July	Submission Oct	EIP July, Adoption Jan	
<b>Eastleigh</b>						
Core strategy	Issues and options consultation Feb	Preferred options consultation Aug	Submission Feb, EIP Sept	Adoption May		
Development allocations		Issues and options consultation June, Preferred options consultation Aug	Submission May, EIP Jan	Adoption Sept		
Proposed Hedge End SDA			Issues and options consultation (undated), Preferred options consultation (undated)	Submission (undated)	EIP 2011, Adoption 2012	
Town centre AAP	Issues and options consultation May, preferred options consultation Mar	Submission Sept, EIP Mar	Adoption Nov			
SHSEZ AAP (Provisional)	Issues and Options, April-May 2007	Preferred Options / Proposed submission Nov-Dec 2008, Potential consultation on changes Feb-Mar 2009	Submission: May-June 2009 Pre-examination meeting: Oct 2009 EiP: Jan 2010	Inspector's Report: May 2010 Adoption July 2010		

*PUSH Business Plan: Appendix 5b – Planning Delivery Timetable*

PLANNING MILESTONES	2007-08	2008-09	2009-10	2010-11	2011-13	2013-
<b>Fareham</b>						
Core strategy	Issues and options consultation Feb	Preferred options consultation Aug, submission Jan	EIP Aug, Adoption Mar			
Development allocations	Issues and options consultation Jan	Preferred options consultation Aug	Submission Apr, EIP Nov	Adoption June		
Fareham SDA		Issues and options consultation May	Preferred options consultation July, Submission (undated)	EIP Dec	Adoption (undated)	
Town centre AAP	Issues and options consultation Jan	Preferred options consultation Aug	Submission May, EIP Dec, Adoption July			
<b>Gosport</b>						
Core strategy	Issues and options consultation Feb	Preferred options consultation April, submission June, EIP Jan	Adoption Sept			
Development allocations		Issues and options consultation June, Preferred options consultation Feb	Submission Aug	EIP May, Adoption Dec		
<b>Havant</b>						
Core strategy	Preferred options consultation Mar	Submission June, EIP Oct	Adoption July			
Development allocations	Issues and options consultation Mar	Preferred options consultation July, Submission Oct	EIP Aug, Adoption Nov			

*PUSH Business Plan: Appendix 5b – Planning Delivery Timetable*

PLANNING MILESTONES	2007-08	2008-09	2009-10	2010-11	2011-13	2013-
<b>New Forest</b>						
Core strategy	Preferred options consultation Dec	Submission May, EIP Nov	Adoption June			
Development allocations	Issues and options consultation Feb	Preferred options consultation Sept	Submission May, EIP Nov	Adoption June		
<b>Portsmouth</b>						
Core strategy	Issues and options consultation Nov	Preferred options consultation Sep	Submission Apr, EIP Sept	Adoption Apr		
Development allocations		Issues and options consultation Mar	Preferred options consultation Mar	Submission Oct, EIP Mar	Adoption Nov 11	
Somerstown AAP	Preferred options consultation Feb	Submission Nov	EIP May, adoption Dec			
The Hard AAP		Issues and options consultation Nov	Preferred options Oct	Submission Sep, EIP Feb	Adoption Sep 11	
Port Solent AAP		Issues and options consultation Nov	Preferred options Oct	Submission Sep, EIP Feb	Adoption Sep 11	
<b>Southampton</b>						
Core strategy		Submission Apr, EIP Oct, Adoption Mar				
Development allocations	Issues and options consultation Dec	Preferred options consultation [Apr]	Submission May	EIP Apr, Adoption Sept		
City centre AAP	Issues and options consultation May, preferred options consultation Feb	Submission Jan, EIP August	Adoption Jan			

*PUSH Business Plan: Appendix 5b – Planning Delivery Timetable*

PLANNING MILESTONES	2007-08	2008-09	2009-10	2010-11	2011-13	2013-
<b>Test Valley</b>						
Core strategy	Issues and options consultation Mar	Preferred options consultation Sept, submission [Sept]	EIP Apr, Adoption Dec			
Development allocations	[no entry]					
Southern Test Valley AAP			Issues and options consultation Mar	Preferred options consultation Nov, submission Nov	EIP [no date]	Adoption Aug 12
<b>Winchester</b>						
Core strategy	Issues and options consultation Feb	Preferred options consultation June, submission Sept	EIP Apr, Adoption Dec			
Development allocations		Issues and options consultation Mar	Preferred options consultation Mar	Submission Jul, EIP Jan	Adoption Sept	

## Appendix 6: Creating Quality Places Action Plan

High Level Strategic Objective		Relevant indicators and targets				
To promote a high quality of life for everyone living, working and visiting in South Hampshire		<ul style="list-style-type: none"> <li>delivery to target timescales</li> </ul>				
Intermediate Objective						
<ol style="list-style-type: none"> <li>To secure good quality cultural and community provision as an integral part of sustainable communities</li> <li>To promote high standards of urban design in new developments</li> <li>To promote the visitor economy</li> <li>To enhance opportunities for participating in sport and recreation</li> <li>To support creative industries as a key sector in the South Hampshire economy</li> <li>To realise the opportunities the 2012 Olympiad offers for South Hampshire</li> <li>To build a recognisable brand and identity for South Hampshire</li> </ol>						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>CQQ1 Cultural offer and community facilities</b>						
<b>CQP1a</b> Work with the relevant partners to undertake audits and mapping of current cultural and recreational provision,.	Establish current level of cultural provision and improve	Quality Places Group / Arts Marketing Hampshire		April 2008	No additional resource need	
<b>CQP1b</b> Plan future requirements and develop strategies to support delivery of cultural provision in existing and new developments, including coordination		Quality Places Group / Agenda UK	HCC, Cultural Agencies	2008	tbc	
<b>CQP1c</b> Review existing community facilities and assess needs of new communities		Quality Places Group/consultancy		January 2009	10	



PUSH Business Plan: Appendix 6 – Creating Quality Places Action Plan

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>CQP1d</b> Take an overview and contribute to a strategy for financing additional cultural provision, including the potential for a 'cultural tariff' within CIL.		Quality Places Group,/ Strategic Planning Group/ consultancy		September 2008 (subject to wider work prog.)	10	
<b>CQP1e</b> Take an overview of local development documents and other relevant plans to ensure positive approach to cultural provision consistent with PUSH strategies.		Quality Places Group / consultancy	Bid to Emerging themes fund	2008-09	tbc	
<b>CQP1f</b> Introduce a PUSH design award		QPG/SCA+D/ CABE	CABE/ SEEDA/LPAs	Sept. 2008 (launch)	5.5	5.5p/a
<b>CQP1g</b> Engage with the Living Places initiative and develop priorities with national and regional partners		Quality Places Group/ SE Living Places Partnership		ongoing	None	
<b>CQP2 Promoting high standards of design</b>						
<b>CQP2a</b> Develop and adopt place-shaping / design guidelines for PUSH	Seek to increase quality of urban design and raise awareness	Quality Places Group / CABE	[CABE?]	[January 2009]		
<b>CQP2b</b> Review LDFs for consistent approach to urban design		Quality Places Group with S&I committee	CABE	commencing 2008		
<b>CQP2c</b> Work with CABE and other partners to review each master plan for design quality and to undertake design reviews of particular proposed developments		CABE / SCA+D	Developers	ongoing		
<b>CQP2d</b> Work with CABE / Solent Centre for Architecture & Design and other partners to develop and commission urban design training and demonstration projects programme		Quality Places Group / Solent Centre for Architecture & Design	NGP, Local planning authorities	April 2008	50	100

PUSH Business Plan: Appendix 6 – Creating Quality Places Action Plan

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
<b>CQP3 Promoting the Visitor Economy</b>						
<b>CQP3a</b> Review the visitor economy and identify opportunities for growing and developing the offer		Quality Places Group/Tourism SE	Tourism SE/PUSH	September 2008	10	
<b>CQP3b</b> Consider the feasibility of heritage centres in the cities		Quality Places Group/SCC/PCC	tbc	tbc	tbc	
<b>CQP4 Enhancing Sport and Recreation</b>						
<b>CQP4a</b> Review sport and recreation facilities		Quality Places Group/CLOA (Hants)	[Sport England?]	January 2009	10	
<b>CQP5b</b> Enhance access to and increase involvement in sport and recreation		Quality Places Group/CLOA (Hants)	[Sport England?]	June 2009	10	
<b>CQP5 Supporting Creative Industries</b>						
<b>CQP2a</b> Develop programme for supporting creative industries in the sub-region		Quality Places Group / Economic Development Theme Group/SEEDA	SEEDA	April 2008	25	25 p/a
<b>CQP6 The 2012 London Olympiad</b>						
<b>CQP6a</b> Develop a programme for the Cultural Olympiad in South Hampshire		Quality Places Group	CO SE Co-ordinator	January 2009	tbc	
<b>CQP7 Building a South Hampshire Brand</b>						
<b>CQP7a</b> Develop a South Hampshire Branding Strategy		Quality Places Group		September 2008	20	

## Appendix 7: Supporting Delivery and Partnership Development Action Plan

High Level Strategic Objective		Relevant indicators and targets				
Creation of effective delivery arrangements to implement sub-regional strategy		<ul style="list-style-type: none"> <li>delivery to target timescales</li> </ul>				
Intermediate Objective						
Providing effective capacity to support delivery of Business Plan objectives						
Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)	
					2008 / 9	2009-11
PUSH1 Core Capacity and Partnership Development						
<b>PUSH1a</b> Establish new governance structure, including: create programme board and make appointments; create delivery panels and make appointments	Providing proper governance and administrative support for PUSH	PUSH team PUSH partner contributions/ PUSH	NGP/SEEDA	2008-09	594	1,224
<b>PUSH1b</b> Establish advisory Business Group Consider and develop mechanisms for wider stakeholder engagement						
<b>PUSH1c</b> Agree and establish core PUSH staffing and administration arrangements. Map PUSH 'virtual' team						
PUSH2 Supporting local delivery						
<b>PUSH1a</b> Agree and establish PUSH mechanisms to assist delivery on the ground	Enhance delivery capacity for major projects	PUSH team	To be identified			
<b>PUSH2b</b> Procure a pool of staff with particular expertise to work in support of local project teams;						
PUSH3 Business Planning and Outcome Frameworks						
<b>PUSH3a</b> Develop framework for MAA	Provides funding and performance mechanism, involving partners	PUSH team with DCLG	LG Improvement Board	2008-10	150	<b>300</b>
<b>PUSH3b</b> Agree first iteration of MAA and put in place; lead ongoing MAA development						
<b>PUSH3c</b> Put in place performance management, monitoring and evaluation arrangements	Effective programme management	PUSH team/HCC	As PUSH1			

**PUSH Business Plan: Appendix 7 Supporting Delivery and Partnership Development Action Plan**

Actions / activities	Contribution to achievement of target(s)	Lead Partner(s)	Funding sources	Timetable	Expenditure (£000)		
					2008 / 9	2009-11	
<b>PUSH3d</b> Refresh business plan		PUSH team		2009			
<b>PUSH4 Financing the strategy</b>							
<b>PUSH4a</b> Establish common policy on developer contributions	Developing new funding streams	PUSH team	As PUSH1				
<b>PUSH4b</b> Develop an infrastructure delivery plan (links with SS11)		PUSH team + all Delivery Panels		2008-9			
<b>PUSH4c</b> Develop proposals for a Community Infrastructure Levy / tariff to finance strategic infrastructure and consult		PUSH team/HCC					
<b>PUSH4d</b> Prepare and submit a CIF bid for transport investment		TFSH/PUSH					
<b>PUSH4e</b> Coordinate bid for Housing Corporation funding		PUSH housing					
<b>PUSH4f</b> Support bids by the utilities to their regulators to enhance investment in the PUSH area		PUSH					
<b>PUSH4g</b> Develop and establish a strategic project delivery fund to resource essential studies		PUSH team		NGP/further resource to be identified			
<b>PUSH4h</b> Consider joint ventures with development partners		PUSH team		As PUSH1			



## Appendix 8a: Proposed New Growth Point Capital Allocations

*The following list of projects is indicative. All projects will be subject to appraisal compliant with HM Treasury Green Book standards, which may result in modifications to levels of funding or phasing of projects, or selection of alternative projects (subject to approval by the Programme Board) where these support PUSH strategic objectives and offer opportunities for early delivery of outcomes.*

New Growth Point Funding (Capital)			Available	£6,768,000	£12,891,000
Project	Outputs	Rationale	Bid (£m)	2008-09 allocation (£000)	2009-11 indicative (£000)
SHSEZ land purchase	Land for economic development	Priority economic project. Makes a tangible start on SHSEZ and reflects revised profile of ability to spend in year 1. Likely to be a major funding shortfall in future years	1.9/7.1/0.1	900	2,000
		Other major SHSEZ bids are all revenue. Contribution to Programme Manager costs capitalised as M&A on this project.			
Access to Drivers Wharf/Meridian, Southampton	1,000 homes	Priority strategic development project (17). Maintains flow of homes and opens up important riverside site. Preparatory work completed. Tendering 2008-09 and project implementation in 09-11.	0/2.0/1.0	0	3,000
		Preparatory work completed. Tendering 2008-09 and project implementation in 09-11.			
Tipner design and construction of M275 slip road, Portsmouth	Eventually around 1,500 homes, employment, hotel, park and ride	Priority strategic development (9) that involves substantial land reclamation of gateway site to Portsmouth. JV company with private sector. Design and procurement to Apr 2009, construction thereafter	0.4/2.0/2.6	300	4,600
Spice Island drainage, Portsmouth	Essential to unlocking housing and economic capacity in Portsmouth city	Priority project (8). This is about separation of surface water from flows coming out of Spice Island. It will free up capacity elsewhere in the City to maintain continuity of development. Without this, Southern Water may object to development because infrastructure has run out of capacity. The project is also a pilot for others	0.4/1.1/0	300	1,100

*PUSH Business Plan: Appendix 8a - Proposed NGP Capital Allocations*

Project	Outputs	Rationale	Bid (£m)	2008-09 allocation (£000)	2009-11 indicative (£000)
Estates renewal: Somerstown Portsmouth	Delivers around 500 homes as start of long term 1,500 home project	This is for land purchase and establishment of a pilot renewal project	2.0/1.0/0.5	1,800	1,500
Estates renewal: Southampton	Delivers 130 homes as start of long term programme	Both Southampton and Portsmouth proposals link to the revenue bid to research and establish SPVs local housing companies	2.0/2.0/2.0	1,800	1,500
Transport TfSH	Bids for a number of selected priority projects – TfSH have identified fuller list (see Appendix 3b)	Bus Rapid Transit linking Portsmouth, Gosport and Fareham SDA	1.5/5.0/1.5	2,000	2,000
		Northam railway bridge (linkage to Drivers Wharf project and N/NE Hedge End SDA)	1/5 yrs 2/3		
		Signalling project M27 to increase capacity and improve junction flow	1.5/4.5/2		
		Traffic management on local roads around key M27 junctions	1/4 over yrs 2/3		
		Some projects may also be part of CIF bid and potentially open to other funding sources			
Carbon zero homes West of Waterlooville	Sustainability demonstration project	Supported by Havant and Winchester. PUSH will be building all homes to Code for Sustainable Development level 3. To be fully sustainable, developers need to build to level 6. PUSH needs to work on a pilot project with developers to understand how this is to be achieved and we need to do this at an early stage	0.4-0.45 yrs unspec	200	200
Southampton local energy network	Sustainability project. Extends existing network and provides pilot experience to create local energy networks elsewhere in PUSH, helping to meet renewables target	Priority project (13) would extend an existing successful project – the largest of its type in the UK – to Ocean Village. Although arguably not on PUSH's critical path, we already have a renewables target and experience is needed in operating local energy networks	0.05/0.4/0	50	400

*PUSH Business Plan: Appendix 8a - Proposed NGP Capital Allocations*

Project	Outputs	Rationale	Bid (£m)	2008-09 allocation (£000)	2009-11 indicative (£000)
Small projects: Leigh Park	Small projects – housing and urban realm	New proposal to establish a small fund to enable Havant to undertake land acquisition and small capital works in partnership with developers thereby unlocking small scale housing and improving the urban realm of estates, particularly Leigh Park	0.25/0.25/0.25		
Estates renewal Leigh Park Havant	Regeneration project 70+ housing units and local construction employment	New project at Strouden Court to provide mini-commercial centre.	1.0/1.0/0		
EC Roberts centre, Portsmouth	60 social units	Demolition costs to allow amalgamation with neighbouring site and redevelopment	0.825/0/0		
Rowner Village Regeneration	732 dwellings (431 net?) + 210 jobs	Comprehensive regeneration of ex-MOD estate where housing stock is beyond economic repair, and high concentrations of multiple deprivation	3.4/0/0		
Lordshill / M27 Woodlands	A new country park on the Southampton urban fringe. It is part of the green strategy and would take in existing conservation sites	Subject to emerging Green Infrastructure Strategy, a Country Park is a favoured solution for reducing the impacts on habitats arising from recreational pressure on the New Forest SAC, and to provide accessible green space to serve the Test Valley and Southampton fringe which will be taking significant new development.	0.1/1.0/1.0		
<b>Totals</b>				<b>7,350</b>	<b>16,300</b>
%age over-programming				8.60	





## Appendix 8b: Proposed New Growth Point Revenue Allocations

The following list of projects is indicative. All projects will be subject to appraisal compliant with HM Treasury Green Book standards, which may result in modifications to levels of funding or phasing of projects, or selection of alternative projects (subject to approval by the Programme Board) where these support PUSH strategic objectives and offer opportunities for early delivery of outcomes.

New Growth Point Fund Allocation (£000)				729				1,021				
				2008-09 £000				2009-11 indicative £000				
Project	Output	Rationale	Bid (£k)	NGP	SEEDA	PUSH Core Budget	Other	NGP	SEEDA	PUSH Core Budget	Other	Comment
<b>Local Delivery Capacity</b>												
Fareham SDA	Commencing delivery process for SDA: 10,000 homes in long term	To establish project team and contribute to feasibility studies, master planning, programme management etc	250/250/250	120				240				
West of Waterlooville/ Whiteley/ NNE Hedge End SDA	North of Whiteley, WWV, Hedge End SDA	Bid is for £90k pa to establish project team plus £80k for Hedge End consultation (08-09) plus £50k (08-09?) for urban extensions	90/90/90	80				160				
SHSEZ	Facilitating PUSH's main economic development site	SHSEZ has a bid for project manager costs (£81k pa)	81/83/85		81				168			SEEDA
<b>Capacity Building</b>												
Design and sustainability training	Capacity building	Skills in urban design and master planning	50/50/50	50				100				

PUSH Business Plan: Appendix 8b - Proposed NGP Revenue Allocations

				2008-09 £000				2009-11 indicative £000				
Project	Output	Rationale	Bid (£k)	NGP	SEEDA	PUSH Core Budget	Other	NGP	SEEDA	PUSH Core Budget	Other	Comment
		currently at a premium and engagement with SEEDA in sustainability training										
			70/70/70		70				140			
<b>Core PUSH Capacity</b>												
PUSH team and delivery capacity	PUSH Core Capacity: coordinate initiative and provide on the ground delivery capacity	Helps accelerate development and provides more efficient use of skilled expertise	584/595/607	85	123	294		176	253	600		
<b>Feasibility Studies etc</b>												
SHSEZ	Facilitating PUSH's main economic development site	Multi-modal access strategy for SHSEZ	50/0/0	50				0				
SHSEZ	Facilitating PUSH's main economic development site	SHSEZ rail study, to complement study by NR	25/0/0	25				0				
Project Development Fund to include funding for sustainability and infrastructure studies	Provides central fund for feasibility studies	SDA (Fareham) deliverability study phase 2	100/0/0									

PUSH Business Plan: Appendix 8b - Proposed NGP Revenue Allocations

				2008-09 £000				2009-11 indicative £000				
Project	Output	Rationale	Bid (£k)	NGP	SEEDA	PUSH Core Budget	Other	NGP	SEEDA	PUSH Core Budget	Other	Comment
		Green infrastructure implementation and 'champion'	125/50/50	50				50				
		Integrated Water study stage 2	50/0/0	40			10	0				EA or Utility co-fund
		Renewable energy study follow up	50/0/0	40	10			0				SEEDA co-fund
		Habitats Regulation Assessment	30/30/30				30				60	LA statutory duty
		Unallocated						260				
Local housing company-special purpose vehicle	Assists in developing estates renewal strategy for both Southampton and Portsmouth	This would be a shared project between the two cities to design and establish a SPV to take forward the Estates Renewal Projects	200/0/0	0			200	0				Seek EP funding
<b>Transport Studies etc</b>												
Transport for South Hampshire		Priority bids (and see SHSEZ, SDAs):										
		Access studies to SDAs/MDAs	250/0/0	100				50				
		South Hampshire transport model	150/150/0 (?)	50	100				100			
		Outline design for Bus Rapid Transit	150/150/0	85	65			0	65			

*PUSH Business Plan: Appendix 8b - Proposed NGP Revenue Allocations*

				2008-09 £000				2009-11 indicative £000				
Project	Output	Rationale	Bid (£k)	NGP	SEEDA	PUSH Core Budget	Other	NGP	SEEDA	PUSH Core Budget	Other	Comment
		Integrated transport authority governance study	40/0/0				40					TfSH
Southampton port access and Fawley	Open up port and potentially allow redevelopment	Transport, possible housing and economic advantages. Might brigade with NFDC to consider Fawley options. May attract SEEDA funding	200/200/0		200				200			SEEDA
West of Waterlooville access: Dunsbury Hill Farm	Access study linking WWV to Waterlooville town centre, Leigh Park etc	Integrates new strategic developments	Uncosted but 2008-09	20				0				
Delivery Panel Programme Budgets		Programme budgets for initiatives to support Action Plans	80/80/80									Funding source tbc
<b>Totals</b>				<b>795</b>	<b>649</b>	<b>294</b>	<b>280</b>	<b>1036</b>	<b>926</b>	<b>600</b>	<b>60</b>	<b>0</b>
%age over-programming				9.05				1.47				