

A brighter future for South Hampshire: moving to delivery

PUSH Business Plan 2008-11

Volume I



Foreword



By Councillor Seán Woodward

Chairman , Partnership for Urban South Hampshire

It has been my privilege to be Chairman of the Partnership for Urban South Hampshire (PUSH) since its inception a little over four years ago, and it is my pleasure to introduce our first Business Plan.

PUSH has made significant progress. From the outset, we have had a clear goal, which is to improve the economic performance of the sub-region and to narrow the gap of disadvantage that holds us back. To do this we have needed to understand what has blocked progress in the past and what would drive change. We therefore commissioned extensive research to provide the evidence to underpin our strategy.

That process was gradually interwoven with providing advice to the South East England Regional Assembly on spatial planning for the South Hampshire sub-region. The Sub-Regional Strategy for South Hampshire now forms part of the draft South East Plan. In 2006, PUSH made a successful bid to become a New Growth Point partner with Government. This has so far attracted grants and future funding allocations totalling over £25 million to support sustainable growth initiatives in South Hampshire. The Regional Economic Strategy identifies PUSH as containing two of its nine “Diamonds for Investment and Growth”, and SEEDA has selected PUSH as a sub-regional economic partner. Last year, PUSH was chosen as one of five priority places nationally under the “Living Places” initiative announced by the national cultural agencies with CLG, DCMS and the Academy for Sustainable Communities. More recently, PUSH has been invited to be part of the first wave of multi area agreements (MAAs).

So PUSH is increasingly gaining recognition as a force to be reckoned with, and with that recognition comes the responsibility to deliver. We are raising our game to move from being an organisation that plans for change to one that will help implement it. This Business Plan sets out how PUSH, with other partners, will contribute to delivery of the Sub-Regional Strategy. This is a long-term endeavour, and this Business Plan looks primarily at what we will be doing in the next three years.

As we take this next step in our evolution we naturally have more certainty about some issues than others. We can expect to adjust our course over time. But I hope we will keep true to three principles. First, PUSH will work in partnership with all who have a role in delivering our shared vision of a more prosperous and sustainable South Hampshire. Second, we will be open and democratically accountable. And third, we will ensure that the resources entrusted to us are used effectively to make a positive difference to the lives of people living, working and visiting in South Hampshire.

A handwritten signature in black ink that reads "Seán Woodward". The signature is written in a cursive, flowing style.

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.

CONTENTS

Volume I

<u>Chapter</u>		<u>Page</u>
1	Our Vision And Outcomes	7
2	Economic Development	15
3	Transport Infrastructure	23
4	Social Infrastructure And Sustainability	29
5	Housing And Local Planning	37
6	Creating Quality Places	45
7	Supporting Delivery And Partnership Development	49
8	Financing The Strategy	55
9	Risk	57
	Appendix 1: Indicative Map Of Development Proposals	59

Volume II

<u>Appendix</u>		<u>Page</u>
2	Economic Development Action Plan	63
3a	Transport Infrastructure Action Plan	76
3b	Transport For South Hampshire: Proposed Transport Implementation Requirements To 2026	78
4	Social Infrastructure And Sustainability Action Plan	82
5a	Housing And Planning Action Plan	87
5b	Planning Delivery Timetable	93
6	Creating Quality Places Action Plan	97
7	Supporting Delivery And Partnership Development Action Plan	100
8a	Proposed New Growth Point Capital Allocations	103
8b	Proposed New Growth Point Revenue Allocations	107

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 authorities¹ 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:

¹ 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 improvements². 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.

² 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.

Sustainability and infrastructure outcomes
• 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.

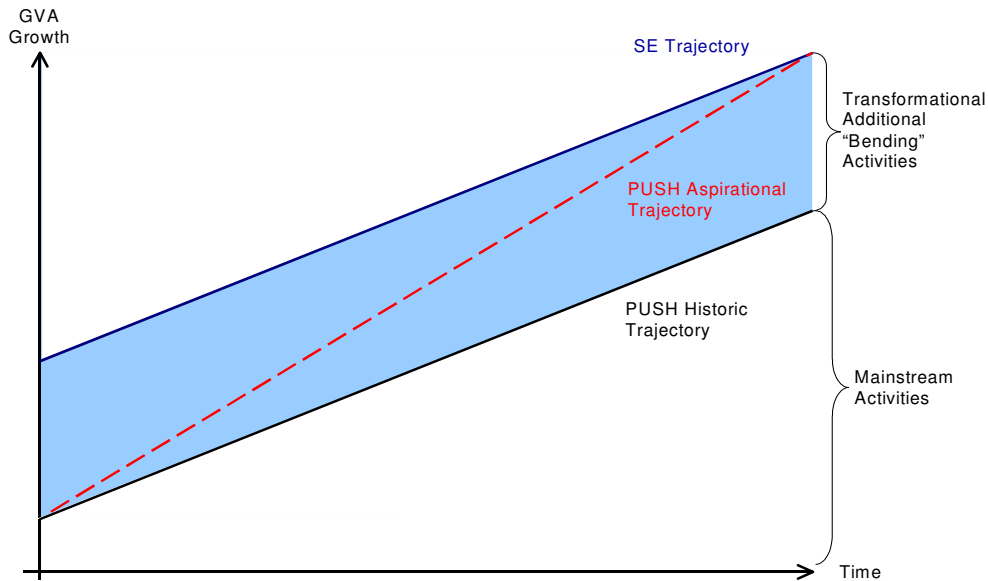
Strategy

- 2.4 Our economic aspirations can be summarised as follows:

	2006-2011	2011-2016	2016-2021	2021-2026
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

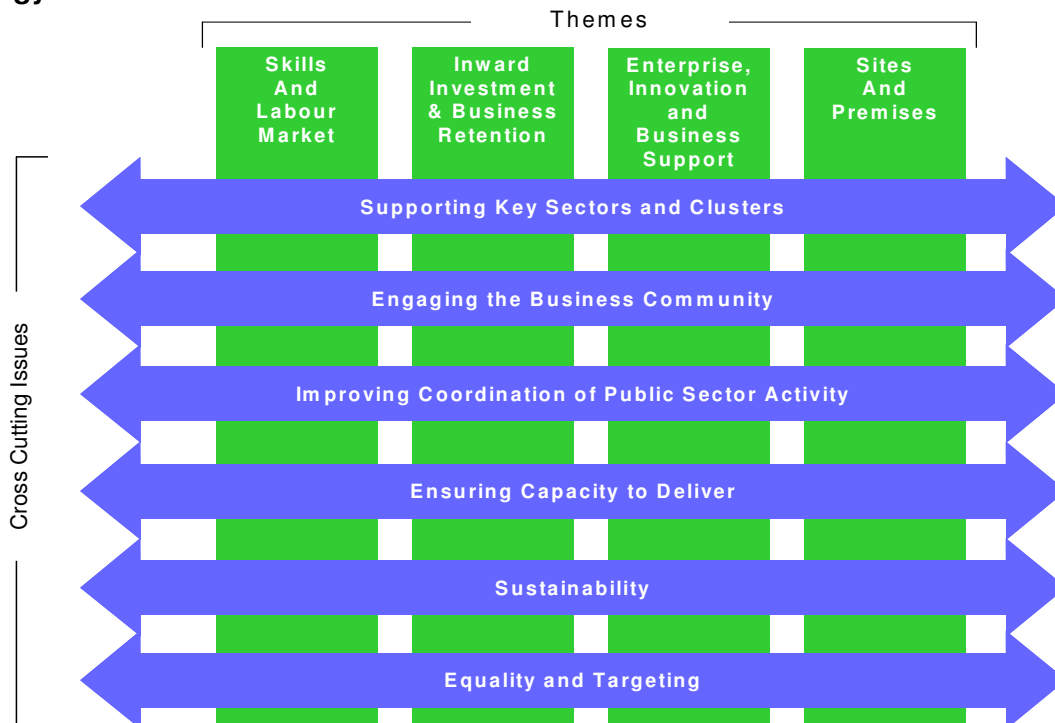
- 2.5 In order for South Hampshire to close the gap on the South East and achieve a GVA growth rate of 3.5% p.a., the rates of growth in the sub-region need to outperform both the UK (predicted 2.75%) and the South East (predicted 2.9%). This will require a step change in performance. This business plan 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%³.

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

³ 2005-06 figures, Office for National Statistics

SLM4 Increase graduate retention	
<ul style="list-style-type: none"> 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. 	2
<ul style="list-style-type: none"> 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. 	1
SLM5 Improve skills infrastructure and provision	
<ul style="list-style-type: none"> Support the college rebuilding programme. 	2
<ul style="list-style-type: none"> Support the Education Authorities and their partners in the development of school infrastructure through the Building Schools for the Future initiative. 	2
<ul style="list-style-type: none"> Address provision in key areas of deficit identified in the Adult Learning and Skills Strategy 	1
SLM6 Tackle low achievement in our schools	
<ul style="list-style-type: none"> 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. 	1
SLM7 Develop specific sector focused skills strategies and interventions	
<ul style="list-style-type: none"> Research into retail sector underway 	1
<ul style="list-style-type: none"> Further investigation required in respect of all other key sectors. 	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
EIBS 1 Understand the needs of our key sectors and clusters.	
<ul style="list-style-type: none"> Investigate the requirements of our key sectors and clusters including: sites and premises, transport and communications infrastructure, business support etc. 	1
<ul style="list-style-type: none"> Develop and implement a strategy to enable key sector growth. 	2
EIBS2 Ensure knowledge exchange and innovation are at the centre of economic development.	
<ul style="list-style-type: none"> Include our universities in PUSH economic development leadership 	1
<ul style="list-style-type: none"> Explore the possibility of a science & innovation campus in South 	3

Hampshire	
<ul style="list-style-type: none"> • Broker knowledge exchange between universities, businesses and research centres (in all directions) through creating a more effective conduit through Solent Synergy. 	2
<ul style="list-style-type: none"> • Establish a Solent Festival of Innovation based on the Portsmouth Festival of Innovation model. 	2
<ul style="list-style-type: none"> • 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. 	2
EIBS3 Improve the coordination of business support across South Hampshire.	
<ul style="list-style-type: none"> • Focus support through intensive assistance to priority sectors, clusters and inward investors (see also action II2). 	1
<ul style="list-style-type: none"> • 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. 	2
<ul style="list-style-type: none"> • Secure resources to increase the volumes of business support available and enable increased penetration. 	1
<ul style="list-style-type: none"> • Improve access to finance for SMEs. 	2
<ul style="list-style-type: none"> • Promote ICT take up. 	2
EIBS4 Deliver leading edge ICT infrastructure.	
<ul style="list-style-type: none"> • Form a senior level working group to provide coordinated leadership in developing leading edge ICT infrastructure and responding to the opportunities of new technologies. 	1
<ul style="list-style-type: none"> • 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) 	2
<ul style="list-style-type: none"> • Support eHampshire in efforts to improve ICT infrastructure 	2
EIBS5 Develop an enterprising culture.	
<ul style="list-style-type: none"> • Develop and implement an enterprise culture strategy for South Hampshire to change attitudes toward starting or running a business. 	2
<ul style="list-style-type: none"> • Support social enterprise development through establishing a 'centre of excellence in social enterprise'. 	3
EIBS6 Improve access to public sector procurement.	
<ul style="list-style-type: none"> • Review public sector procurement rules and assess where we can adjust processes allow better access to SMEs 	1
<ul style="list-style-type: none"> • Support SMEs to collaborate to bid for contracts 	1
<ul style="list-style-type: none"> • Raise awareness of support to SMEs to improve competitiveness and tendering skills 	1
EIBS7 Develop Business Improvement Districts (BIDs).	
<ul style="list-style-type: none"> • Promote the creation of BIDs across the whole of South Hampshire 	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
II1 Create a sub-regional inward investment body.	
<ul style="list-style-type: none"> Establish a senior executive level working group to establish feasibility and take first steps. 	2
<ul style="list-style-type: none"> 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. 	1
<ul style="list-style-type: none"> Work with sector consortia to increase inward and indigenous investment activity in our key sectors and clusters. 	2
<ul style="list-style-type: none"> 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. 	2
II2 Expand inward investment aftercare services	
<ul style="list-style-type: none"> Appoint a second Investor Development Manager for Hampshire 	1
<ul style="list-style-type: none"> Prioritise major inward investors for focused business support as part of an aftercare support programme (linked to EIBS2) 	2
II3 Improve engagement with the business community.	
<ul style="list-style-type: none"> Build stronger relationships with intermediaries (e.g. banks, accountants and lawyers) to ensure joined up support to potential inward investors. 	2
<ul style="list-style-type: none"> Develop a South Hampshire ambassadors programme to use existing business leaders to promote the sub-region externally. 	2
<ul style="list-style-type: none"> Work with existing businesses to enable further investment in the South Hampshire area 	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
SP1 Understand future demand and how it should be met.	
<ul style="list-style-type: none"> 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. 	1
<ul style="list-style-type: none"> Ensure links between inward investment and land use plans are made. 	2
SP2 Ensure the delivery of key employment sites (see also HP3).	
<ul style="list-style-type: none"> Investigate the creation of a special purpose vehicle (SPV) to increase our strategic influence over the development of sites through land assembly and ownership. 	1

• Provide resources by recycling investment gains into PUSH wide identified needs.	2
• Deliver the South Hampshire Strategic Employment Zone (SHSEZ).	1
SP3 Create sustainable SDAs.	
• 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
SP4 Support the key sectors and clusters through provision of appropriate sites and premises. (This will be delivered through SP1 and SP2).	

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.

Summary		£000	
Activity	Funding Source	2008-9	2009-11
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
Total		4,277	4,094

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 Review⁴ with its challenge to cut emissions of CO₂ and the Eddington Report⁵ 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.

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

⁵ 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"> • 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; 	1
<ul style="list-style-type: none"> • 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; 	1
<ul style="list-style-type: none"> • 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; 	2
<ul style="list-style-type: none"> • 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; 	1
<ul style="list-style-type: none"> • 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; 	1
<ul style="list-style-type: none"> • 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; 	2
<ul style="list-style-type: none"> • There is scope to improve traffic management on the local road 	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">• 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.	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:

PUSH Business Plan: Transport Infrastructure

- **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.

Summary		£000	
Activity	Funding Source	2008-9	2009-11
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/Meridian 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.

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

SSI2 Strategy	Priority
<ul style="list-style-type: none"> • 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. 	1
<ul style="list-style-type: none"> • 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. 	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:

PUSH Business Plan: Sustainability and Social Infrastructure

- 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.

SSI3 Green Infrastructure	Priority
• 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.

SSI4 Flood Protection	Priority
• 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.

SSI5 Water management	Priority
• 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.

SSI6 Sustainable Construction	Priority
<ul style="list-style-type: none"> Oversee adoption of PUSH sustainable construction policies in all LDFs, supported by guidance 	2
<ul style="list-style-type: none"> Plan the Fareham SDA, the N/NE Hedge End SDA and urban extensions to the highest environmental standards. 	1
<ul style="list-style-type: none"> Undertake a pilot project to build to level 6 of the Code for Sustainable Homes at the development west of Waterlooville. 	1
<ul style="list-style-type: none"> Use the experience from the pilot project to inform our approach to sustainable development in the SDAs and other major development projects. 	2
<ul style="list-style-type: none"> Develop initiatives to reduce the arisings of construction waste from new developments. 	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 CO₂ per person (measured in accordance with Government procedure). To meet Government's reduction targets, this has to reduce to 4.3 tCO₂ 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).

SSI7 Energy	Priority
<ul style="list-style-type: none"> 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. 	2
<ul style="list-style-type: none"> Invest in an extension to a geothermal energy project already running 	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"> 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. 	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.

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

PUSH Business Plan: Sustainability and Social Infrastructure

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.

Summary		£000	
Activity	Funding Source	2008-9	2009-11
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 authorities⁶:

- 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.

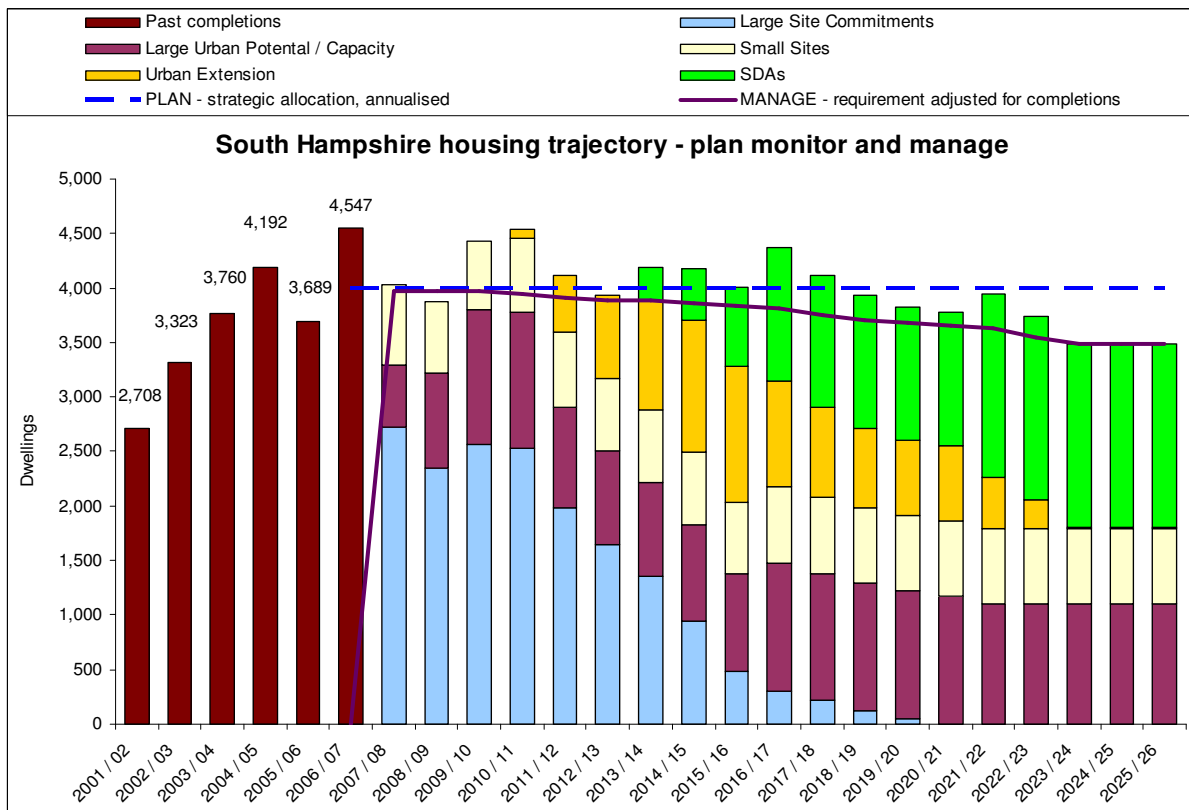
5.8 The intention is that, over the longer term, the existing individual Housing Strategies prepared by each housing authority will be replaced by an encompassing sub-regional strategy that will enable a more unified approach to be taken across the sub-region. Our target is to achieve this by 2012.

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:

Change in number 2006-26							
<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 5b⁷. A comprehensive database of residential development sites of all sizes is maintained by Hampshire County Council on behalf of all PUSH authorities.

⁶ 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.

⁷ 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:

Employment Floorspace requirements by phasing period				
<i>All figures are square metres of floorspace</i>				
				<i>Total</i>
South West area	2006 - 2011	2011 - 2016	2016 - 2026	2006 - 2026
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
South East area	2006 - 2011	2011 - 2016	2016 - 2026	2006 - 2026
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:

HP1 Planning and Local Development Frameworks	Priority
• Prepare PUSH response to the Secretary of State's Proposed Changes to the draft South East Plan (once published)	1
• 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);	1
• 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.	1
• Deliver 4,000 new homes a year on average across the three years of the business plan.	1
• Prepare and adopt Local Development Documents which allocate sites, including urban extensions where relevant, to meet the housing targets in the South East Plan.	1
• Take an overview of the core strategies and ensure that they deliver a consistent, joined up planning vision for South Hampshire.	2

HP2 Strategic Developments	Priority
• 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.	1
• Prepare and adopt an Area Action Plan for each Strategic Development Area (North of Fareham; North/North East of Hedge End).	1
• Resource local delivery teams in relation to strategic development schemes.	1
• Develop proposals for management companies for new developments.	2

HP3 Employment Land (see also SP1 & SP2)	Priority
• Complete the apportionment amongst individual PUSH authorities, of the total South Hampshire employment floor space requirements.	1
• 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 &	1

SP2).	
<ul style="list-style-type: none"> 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. 	2

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

HP5 Affordable Housing	Priority
<ul style="list-style-type: none"> Implement a Common Framework for Affordable Housing and undertake further work to develop common models to assess site viability and commuted sums. 	1
<ul style="list-style-type: none"> 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. 	1
<ul style="list-style-type: none"> 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. 	1
<ul style="list-style-type: none"> Investigate delivering affordable housing without subsidy. 	2

HP6 Housing conditions	Priority
<ul style="list-style-type: none"> All 6 stock holding LAs to have made all of their stock decent by 2010⁸. 	2
<ul style="list-style-type: none"> Promote estate renewal in areas of mono-tenure and investigate setting up SPVs (with English Partnerships / Homes & Communities Agency) to deliver new homes of diverse tenure. 	1
<ul style="list-style-type: none"> 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. 	1
<ul style="list-style-type: none"> Undertake work to improve water efficiency in existing social housing. 	2
<ul style="list-style-type: none"> Promote energy efficiency and tackle fuel poverty by working to attract additional financial resources for PUSH. 	2

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

⁸ 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.

Summary		£000	
Activity	Funding Source	2008-9	2009-11
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:

CQP1 Cultural offer and community facilities	Priority
• Work with the relevant partners to undertake audits and mapping of current cultural and recreational provision.	1
• Plan future requirements and develop strategies to support delivery of cultural provision in existing and new developments, including coordination.	1
• Review community infrastructure in existing communities and consider needs of new communities	1
• Take an overview and contribute to a strategy for financing additional cultural provision, including the potential for a 'cultural tariff'.	1
• Take an overview of local development documents and other relevant plans to ensure positive approach to cultural provision consistent with PUSH strategies.	2
• Engage with the Living Places initiative and develop priorities with national and regional partners.	2

CQP2 Promoting high standards of design	Priority
• Develop and adopt place-shaping / design guidelines for PUSH	2
• Review LDFs for consistent approach to urban design	2
• Introduce design briefings and training for planners, Members and developers	1
• Work with CABE and other partners to review each master plan for design quality and to undertake design reviews of particular proposed developments	1
• Introduce a PUSH design award	1

CQP3 Promoting the Visitor Economy	Priority
• Review the visitor economy and identify opportunities for growing and developing the offer	1
• Consider the feasibility of developing heritage centres in Southampton and Portsmouth	2

CQP4 Enhancing Sport and Recreation	Priority
• Review sport and recreation facilities currently offered across the sub-region to identify scope for improvement and gaps in provision	1
• Develop a programme to enhance access to sport and recreation facilities and improve involvement	2

CQP5 Supporting creative industries	Priority
• Develop the contribution that culture can make to economic	1

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

Summary		£000	
Activity	Funding Source	2008-9	2009-11
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.

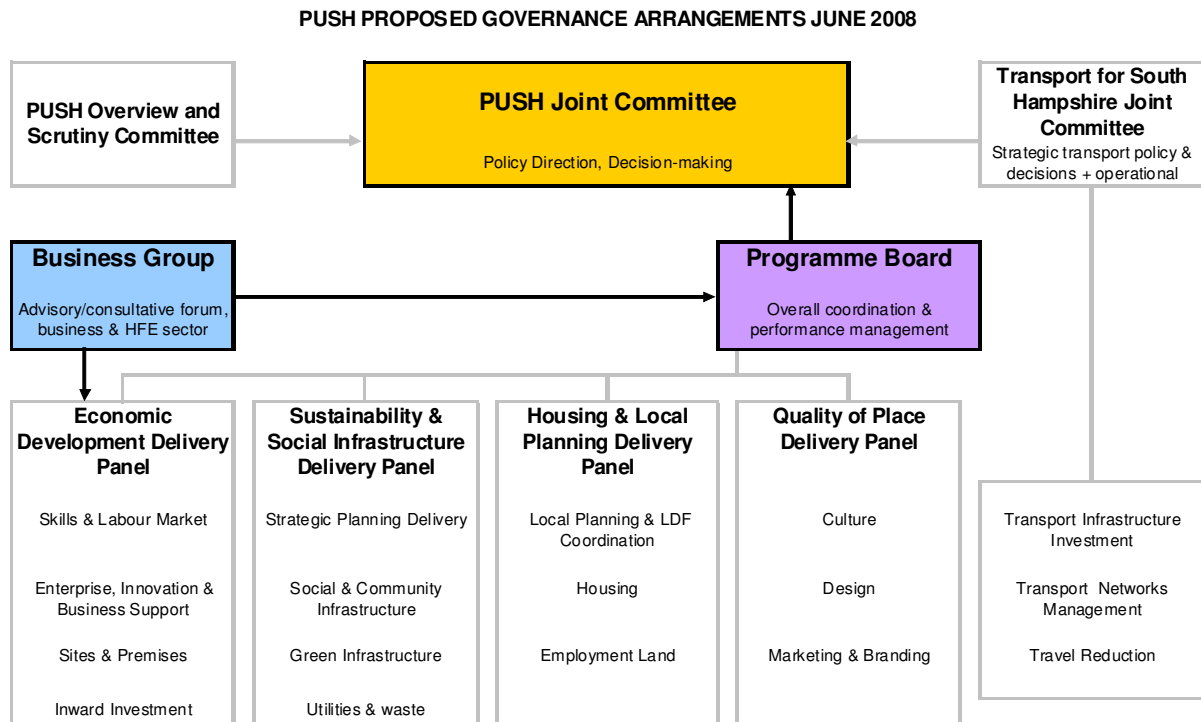
7.4 It is therefore proposed that the organisational structure should evolve as follows:

- 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:

PUSH1 – Core Capacity and Partnership Development	Priority
• 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

PUSH2 – Supporting Local Delivery	Priority
• 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.

PUSH3 – Business Planning and Outcome Frameworks	Priority
• 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.

Summary		£000	
Activity	Funding Source	2008-9	2009-11
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 CLG. 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.

PUSH 4	Priority
• 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

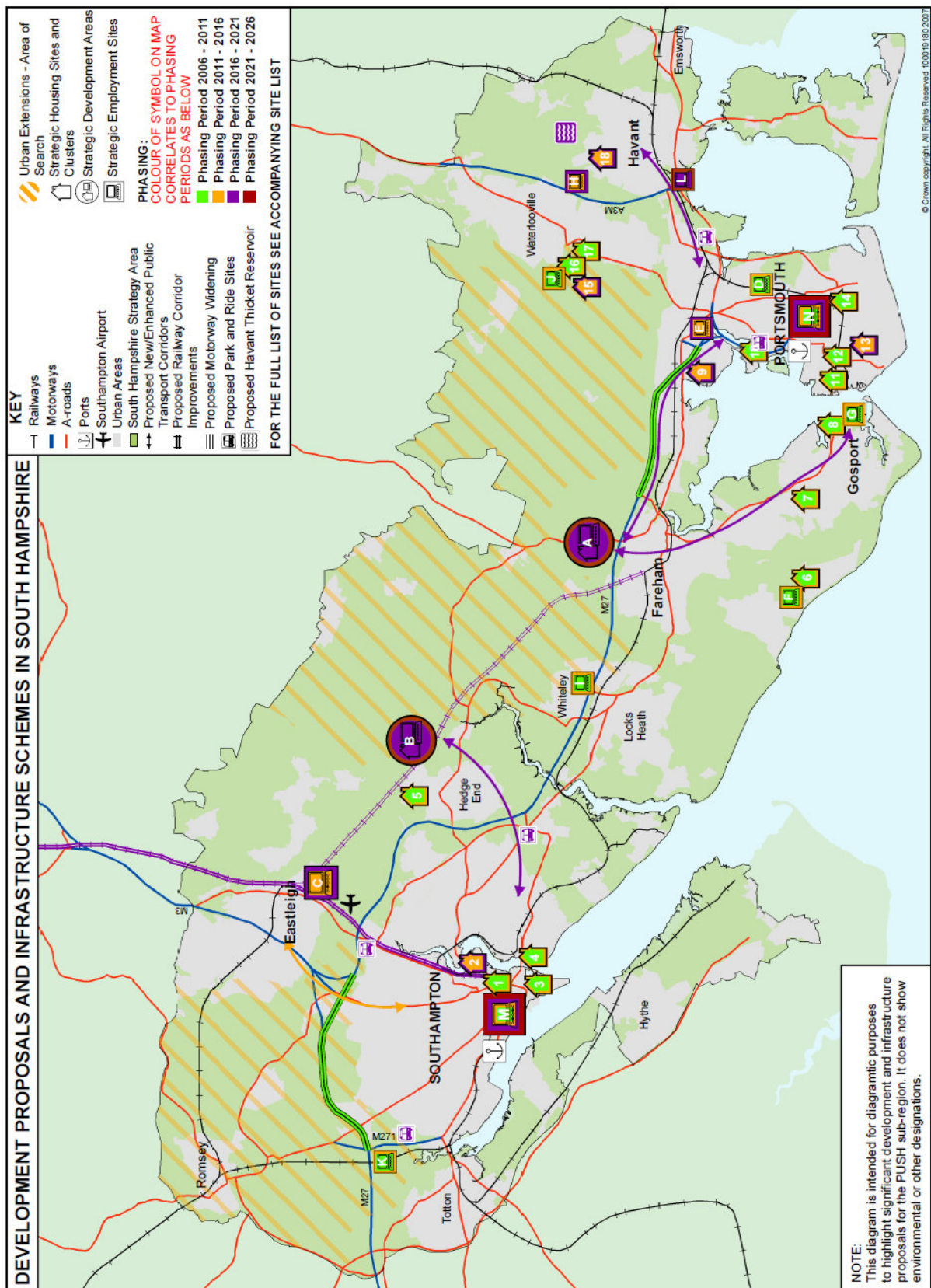
9.1 Delivery of this Plan depends upon both internal and external factors over which PUSH will have varying levels of control. Responsibility for identifying, mitigating and managing the specific risks associated with particular schemes, projects and programmes will rest with the relevant lead body. 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"> a) working with partners and with a range of funding programmes so as to spread the risk; 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.
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





Partnership for Urban South Hampshire

1st Floor
North Block
Civic Centre
Southampton
SO14 7LY

www.push.gov.uk