

Business Planning 2020 – 2025

Methodology and Scope

Methodology

Scope Business Plan (BP) 2020 - 2025	Agree methodology and scope at Steering Group meeting.	27 th February 2019
Advertise Business Plan	Members Meeting	March 2019
Business Plan Review of 2010-2015 BP	Review achievement of previous business plan	June 2019
Members questionnaire	To include project prioritisation questions. What they value, and their priorities.	To send out July 2019
Survey analysis of members' questionnaire	Evaluate responses and prepare report.	August 2019
Presentations of results from members' survey	Solent Forum Members Meeting	October 2019
Business Planning Meeting	For all Solent Forum members	Autumn 19
Agree early draft of Business Plan	Present and discuss at Solent Forum Steering group meeting.	Winter 2019
Draft Business Plan for consultation		January 2020
Advertise in Solent News	Advertise and ask for comment on the draft business plan from the wider coastal community.	January 2020
Final Business Plan	Send to all members and advertise	February 2020
Present Business Plan	Members meeting	March 2020

Scope

Introduction

The previous Solent Forum Business Plan adopted a successful business planning methodology, it is proposed that this is replicated for the 2020-2025 Business Plan. The Solent Forum Horizon Planning 2018 paper will be taken into account – see appendix A.

The 2010 to 2015 plan was based on feedback from members based upon a survey and a business planning meeting held with members of the Solent Forum. It had three sections:

1. Examination of the current issues and drivers in the coastal environment. They comprised:
 - Sea level rise and flooding/managing coastal hazards
 - Recreational pressure both onshore and offshore
 - Pollution control/particulate plastics/water quality
 - Environmental sustainability/decline biodiversity
 - Pressure of development
2. It evaluated the operational structure of the Forum.
3. It set identified objectives and priorities into an action plan

For the 2020 – 2025 plan it is proposed that section 1 on drivers is updated; the views of members will be sought on this. The Solent Forum officers will update section 2.0 on the operational structure of the Forum and evaluate staff resourcing.

Regarding sections 2, there will be a new analysis of the Solent Forum membership base; this will involve understanding the profile of members and identifying any opportunities to recruit new members, using an understanding of different models of coastal partnerships around the country. In addition, there will be an analysis of the legal and financial standing of the Solent Forum so as to understand opportunities to bid for projects. This will include looking at charity/CIC status, VAT registration, Setting-up a trading arm that can receive money directly so that Forum can manage event bookings directly through on-line booking systems.

The 2020 to 2025 plan will set a new action plan, again based on a members survey, and a business planning meeting. In order to assist this process a full review of the actual achievements against the 2010 to 2015 business plan actions can be seen below.

Solent Forum Aims and Objectives

The Solent Forum aims and objectives remain the same as they were in 2010, and are as follows:

Aims

1. To promote, facilitate and support integrated planning and sustainable management of the Solent
2. To provide a broad based consultative forum

Objectives

1. To raise awareness and understanding of the members' roles and aspirations
2. To improve sharing of the information base
3. To facilitate better communication, consultation and liaison
4. To raise awareness and understanding of the human and natural changes likely to materially affect the Solent area and its interests
5. To promote the national and regional importance of the Solent in policy, development and plan making

Measuring the Business Plan Actions

There is a need for the Forum to have a timed programme of specific work which is relevant and achievable; this will ensure the objectives are Specific Measureable Achievable Relevant and to a Timescale (SMART). This work programme is measured annually and an annual report is produced to show progress..

The Forum structures its work as follows (priorities are shown as set by members during the last business plan):

- Core work programme (including events)
 - News Service (top priority)
 - Biannual Forum Meetings (top priority)
 - Maintaining websites (second priority)
 - Conferences and events (third priority)
- Solent Forum Groups
 - Solent European Marine Sites scheme of management
 - Natural Environment Group
 - Water Quality group
 - Recreation Group (now ceased)
- Solent Forum Projects

Appendix A – Horizon Planning 2018

Background

The Solent Forum Steering Group agreed that an annual broad horizon scanning document was required to supplement the Solent Forum Business Plan. This document will be discussed at each June Steering group meeting. Horizon Planning looks ahead and it is intended as a resource for Solent Forum members, helping them keep abreast with emerging issues.

With the help of the Solent Forum Steering Group, it may also serve to re-visit the direction of the Forum. No actions for the Forum were set at the June 2018 Steering Group.

What is on the Horizon?

The Business Planning process went some way to identifying key issues and projects of interest to members. With this in mind and also areas of interest raised by the Coastal Partnership Network (CPN), the following areas are considered.

The coastal and marine environment in the Solent, bears increasing pressure driven by a rising population and in turn management is more important than ever. There has been a large scaling back of public sector resource on marine and coastal management as the economy has suffered a recession and governments have sought to reduce public spending deficits. The management regime has changed immensely over the last 25 years; there is now a marine planning system in England and a draft plan covering the Solent; Local County Councils no longer take such an interest in strategic planning for the coast; Local Authorities, due to austerity measures, have limited resources for coastal management; projects increasingly seek private sector partnership; the Environment Agency has made improvements to water quality, implementing the Water Framework Directive using a Catchment Based Approach, and Natural England and others have strengthened their marine network both in increased extent, management understanding.

In January 2018, Defra published its 25 year Environment Plan and two Marine Pioneers have been established to take forward the priority area of valuing natural capital.

With the broadcasting of the BBC Blue Planet II series the need to address the use of plastics and the clean up of plastics in the marine environment is high on the political agenda.

Table 1 shows some of the most important issues/projects to Solent Forum members generated from the Business Planning Process (2015) and member feedback:

Table 1 Key Issues and Projects

Issues
Brexit impact on finance, coastal management, fisheries
MPA Tranche 3 designations and management of all Solent MPAs
Lack of funding – effects on Green Blue
Closer linkage to South Marine Plans and their implementation
Sea level rise and coastal squeeze
Managing coastal hazards
Changing technology - crowd sourcing for evidence, remote sensing systems, internet of things
Working with organisations such as LEPS (Solent and M3) and Community Interest Partnerships
Helping the Environment Agency deliver Water Quality improvements using the Catchment Based Approach
Understanding sustainable limits to development pressure and mitigation
Helping Local Authorities with their duty to cooperate on coastal matters
Understanding Natural Capital and ecosystem appraisal – need for environmental net gain targets
Projects to improve fisheries and the evidence base.
Introduction of non native Species
Natural England condition assessment and failures in Solent due to nitrates and faecal contamination
Blue growth
Making the most of NE’s new coastal access route
Projects
Coastal Consents Guide – update complete 2017
Projects on environmental impacts i.e. recreational disturbance, diffuse pollution, litter
Clean Growth Strategy
Bidding for Coastal Communities Fund Round 6 and hosting a partnership workshop
Hampshire County Council – Commission of Enquiry Vision for Hampshire 2050
Pioneer Projects
Beneficial use of dredged material (BUDS). Water Environment Grant Bid.

Table 2 shows some of the national and local key strategies and documents.

Table 2 Key Strategies and Projects underway

Natural England's strategic direction to look to local partnership building and natural capital
Defra 25 Year Environment Plan and Marine Pioneers
National Foresight Study for the future of the sea
Secrets of the Solent Project HIWWT – HLF bid successful
Greater Solent Project – joint Natural England/Environment Agency initiative
South Marine Plans future adoption and implementing MMO evidence publications