



Working in Partnership for the Future

Solent Forum
Business Plan
2015 – 2020

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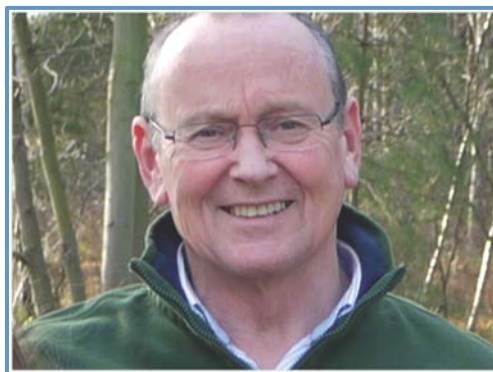
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Foreword

This is a very important time for organisations such as Solent Forum. There is real pressure on funding, but at the same time there is a greater desire generally to see partnership working facilitated by bodies such as the coastal fora. This poses real challenges for the Solent Forum as we need to show that we can meet the demands of members while also trying to maintain or raise funding.



Peter Barham, Solent Forum Chairman

This business plan sets out the broad approaches we will take to trying to achieve this, which can be summarised as showing how we can add even more value to the work of the Forum while also looking for opportunities to increase membership and provide services for members. The Forum has always been well supported by members such as the Local Authorities, Environment Agency and Natural England, but we need to see more business interests involved. At a time when more and more management of the marine environment is being implemented through marine planning and licensing, we believe that the Forum can provide real assistance in helping people to understand the implications of the South Coast Marine Plans being prepared by the MMO and, where appropriate, carrying out project work with partners.

All this is set out in the business plan which has been developed through close co-operation with members and the steering group and I am very grateful for the time and the support they have given in developing this Plan which will run for five years. Their involvement ensures that it is not just a business plan for the Forum, but one that is for its members and for the Solent as well.

During the next five years we will also be celebrating 25 years of the Solent Forum which not only gives us an opportunity to look forward to the next 25 years, but also an opportunity to look back as well. There have been huge changes to coastal and marine management during this time and, from my own perspective, a much greater emphasis on involving local people and organisations in making decisions about the future. I hope that this continues in the next 25 years and I know that the Forum will continue to play its part in making sure that its members' voices are heard and that the Forum members can contribute to an even better Solent.

A handwritten signature in black ink, which appears to read 'P Barham', written over a light blue horizontal line.

Executive Summary

Since 1992 the Solent Forum has provided a platform to deliver Integrated Coastal Management in the Solent sub-region of the South East. It operates on behalf of more than 50 members at a strategic coastal management level, providing a network for closer working relationships, information dissemination and discussion of topical coastal issues.

The Forum operates a core service to include Solent News, Members' Meetings, conferences and events, the Forum website, and the Professor Mike Clark bursary awards. The business model allows the Forum to be flexible; it includes running core Forum services from member subscriptions, as well as a number of self-funding specialist topic groups. It also carries out projects that address issues in the Solent and supports other Forum Members' projects. It has delivered prestigious work with wider reaching benefits such as the CCATCH and Solent Disturbance and Mitigation Projects.

The Business Plan has been shaped through consultation with its members. Members highly endorsed the Solent Forum's current business model, its membership base and its organisation, indicating future commitment to the Forum. Members wish the Forum to continue its core service as before, and have highlighted where improvements could be made in enhancing this. Members are very satisfied with the role and reputation of the Solent Forum as a neutral broker networking among a diverse range of sectors, and would like to the Forum to capitalise on this.

In addition, members made it clear that the role of the Forum can be expanded to reflect changes in funding, membership and the way that coastal issues are managed and this business plan takes those influences on board.

Members have shown high regard for the Solent Forum's core services, there is also on-going support to retain groups that the Forum currently manages, including the Solent European Marine Site Management Scheme, the Natural Environment Group and the Solent Water Quality Awards.

This Business Plan lays out the work programme of the Solent Forum for the next 5 years to support its core service, and details which groups and projects it might run. The plan differs from the previous Business Plan on the following elements: enhancing consultancy services to cover topical issue including marine planning, marine protected areas, and water quality in the Solent; retaining and attracting members; improving its communications to members; promoting the benefits of the Forum; and managing its 25th Anniversary celebrations in 2017.

Our Contribution

What We Do

The phrase ***“Working in Partnership for the Future”*** captures the essence of the Solent Forum.

Since 1992, the Solent Forum has provided a platform to deliver Integrated Coastal Management in the Solent sub-region of the South East. It operates at a strategic coastal management level, providing a network for closer working relationships, information dissemination and discussion of topical coastal issues.

The aims and objectives of the Forum were originally set out at its inaugural meeting in December 1992. These aims have changed over the years although they remain largely the same in spirit. The aims and objectives have been further fine-tuned as part of this Business Plan, and are shown below:

Solent Forum Aims

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

Solent 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

In addition the Forum can provide direct services for the benefit of the Solent area through appropriate projects and other activities.

As a long established and recognised coastal partnership with a politically neutral status, the Solent Forum is well placed to provide a platform for cross-sectoral communication and to facilitate partnership working. Our stakeholder database contains more than 1,600 people with an interest in the Solent, made up of a wide variety of stakeholders.

The Solent Forum can:

- Communicate to a wide range of stakeholders.
- Raise awareness of coastal issues in a neutral manner.
- Provide a co-ordination mechanism for research.
- Play a role in conflict resolution among stakeholders.
- Provide a unique focal point for information exchange across sectors.
- Bring together data, information and research to aid policy making and management decisions.
- Pilot demonstration projects.
- Raise local and regional needs with national policy makers.
- Influence the implementation of legislation, policy and plans in the local area.
- Attract project/research funding as an independent body.

Geographical Area

The area covered by the Forum is the whole of the Solent (Figure 1), including Southampton Water and the three main harbours - Portsmouth, Langstone and Chichester. The western limit is the Dorset and Hampshire county boundary and the Needles and the eastern limit is a line between the eastern tip of the Isle of Wight and Selsey Bill. No inland boundary is defined, because it will vary according to the nature and importance of the issue under consideration and some matters will have more far reaching effects than others.



Figure 1. Geographical area covered by the Solent Forum

Our Membership

Forum members are professional bodies such as local government, harbour authorities, industry, user groups, trade associations and non-governmental organisations. The Forum is not open to individuals, local residents associations or issue specific lobby groups.

Since its inception, Forum membership has grown from a handful of organisations to over 100 individuals representing 53 organisations; the full list of members can be seen in Appendix A. There are eleven Steering Group partners, an independent Chair, vice-chair and three staff. A new Chair was recruited in 2014 and will serve for at least three years.

Services, Groups and Projects

The Forum operates a core service funded by membership subscriptions, and also has the capacity to run a number of self funding subgroups. The Solent Forum Steering Group and the subgroups steer the Solent Forum officers to run projects if they address issues raised in the Solent and are compatible with the Forum's aims and objectives. The Forum takes on a student placement every summer, and this helps sustain links with universities, businesses and Government departments.

Core Service

- News Services (monthly e-news and Solent News magazine bi-annually)
- Members meetings bi-annually in Cowes, Southampton and Portsmouth
- Conferences and events
- Website
- Professor Mike Clark Bursary Awards
- Maintaining Solent Indicators
- Maintaining website, databases and catalogues of Solent information

Groups

- Solent European Marine Sites Management Scheme (SEMS)
- Natural Environment Group
- Solent Water Quality Awards

Measuring Success and Planning for the Future

Overview

The Solent Forum has built a Business Plan that reflects the issues that are important to its members. In order to do this the views of members were sought in a number of ways, not only to review the previous business plan¹, but to assess its current services and guide what services members would like offered over the coming 5 years. Details of the business planning process, which shows how members were consulted, can be found in Appendix B and reports can be found at www.solentforum.org/forum/business_plan/.

The review of the previous business plan revealed that the Forum has achieved its core services fully, as well as undertaking a large range of prestigious projects, such as the Solent Disturbance and Mitigation Project (SDMP), and Coastal Communities adapting to Change in the Solent (CCATCH the Solent).

Solent Forum members expressed the view that they highly value the Solent Forum's core service, and that they wish the Business Plan's emphasis to be on improving these, rather than on managing projects. Members stated that, should projects be required to bring income into the Forum, they should meet the Forum's overall aims and have a specific beginning, middle and end with clear objectives. There was, however, a clear requirement for the Forum to be able to help improve the knowledge base, and thus keep track of issues and project ideas so that it can improve the information base, help coordinate project management and even, if appropriate, run projects on behalf of members. The consultation revealed the most important issues to members, as well as potential project areas of interest, and these can be found in Appendix C.

Endorsement of the Current Business Model

Members are very satisfied with the Solent Forum's current model, including the locations, frequency and content of meetings. The model includes running core Forum services from member subscriptions and having a number of self-funding specialist topic groups if necessary to meet the organisation costs. This model allows the Forum to be flexible, and groups can develop self-funding projects which are topical and useful. Solent Forum groups only run when compatible with the core values of the Forum and they are reviewed periodically to ensure that they are still required. Members are also satisfied with the role and reputation of the Solent Forum as a neutral broker networking among a diverse range of sectors. Members are satisfied with the membership base of the Solent Forum, although it is clear that the Solent Forum needs to work hard to retain membership and consider new members, especially within the commercial sector.

¹ The review of the previous business plan revealed that the Forum has achieved its core services fully, as well as run a large range of projects.

The majority of members are satisfied with the groups that are run by the Solent Forum, however there was a general consensus that groups should only be set up to achieve a well defined purpose and that the objectives should be clearly set-out. There was an interest in exploring a Blue Economy group, and ABP and Solent LEP agreed to work with the Solent Forum to consider this suggestion. Members are satisfied with the current staff resource and they made a strong indication that they would remain committed to the Solent Forum, and felt that the Forum offered value for money.

Consultancy Services

The Business planning process revealed that members highly value the Solent Forum's ability to be a neutral and honest broker. They believe that it could do more to help members understand the implications relating to the implementation of a range of key coastal and marine issues, events, consultations and plans, and to help them solve challenges. In particular the following items will be highly important in the next five years:

- Consultation on the ***draft South Inshore Marine Plan***, due in January 2016, and the implementation and monitoring of this plan once it has been finalised. The Solent Forum is well placed to lead on local matters and assist in the subsequent implementation of the Plan. The Forum has already helped run a number of consultation events to prepare its members for a marine plan.
- The Water Framework Directive and its implementation, using the Catchment Based Approach. The wider Marine Strategy Framework Directive. The importance of understanding the implications of catchment management and the effect on coastal and estuarine waters. The Environment Agency is keen to promote the Seaview 2027 pilot project with the help of the Solent Forum, to bring together the issues in the Solent.
- The introduction of a ***Marine Protected Area network***, and the two tranches of proposed Marine Conservation Zones (MCZs). The Solent Forum is well placed to consult members on proposed MCZs in the Solent (the Needles is already proposed in Tranche 2 and it is expected there will be more sites in Tranche 3 proposals). Moreover, the Solent European Marine Sites (SEMS) Management Scheme (run by the Forum) will need to work closely with the MMO in understanding how the management framework for MPAs will work and fit in with the Natura 2000 Management framework in the Solent.

Improvements to Services and Communications

During the Business Planning meeting a number of ideas emerged on how the Solent Forum can improve the running of its core services. These included the following:

- Enhanced communication processes, i.e. social media and on-line surveys.
- Better promotion of the Solent Forum, especially the benefits of Forum membership.
- Develop processes for how project ideas can be assessed and managed, so as to ensure that they are aligned to Solent Forum interests, adequately communicated and closed.

Project Work

The Solent Forum needs to be poised to run projects for its members as and when required, to further the aims of the Forum and if necessary to bring in income to the Forum. These projects will follow from the key issues, events, consultations and plans mentioned above and include:

- South Inshore Marine Plan consultations, implementation and monitoring.
- The Seaview 2027 project.
- Proposed MCZ s consultations and management, and how they fit with SEMS.
- Updating the Solent Forum marine consents guide.
- Working with stakeholders to find solutions for the beneficial re-use of dredgings.
- Working with stakeholders to understand how to mitigate sea level rise.
- Understanding the effects of recreational pressure on the Solent as well as improving recreational opportunities.
- Working with marine industry to help their sustainable operations.

Solent Forum 25th Anniversary

The Solent Forum was founded in 1992 and during this business planning period (in 2017) it will be 25 years old. The consultation showed a very strong support for celebrating the anniversary. There was real consensus for organising a conference with wide sector appeal (not just science). Members considered that it should have national appeal, be sponsored and should promote the work of coastal fora, whilst looking to the future. The Business Planning meeting showed that members favour the Solent Forum holding a number of events throughout the year, and that it should not only promote the work that the Solent Forum has achieved over the 25 years, but should also be visionary in what it can achieve for the future. The conference may cover the following:

- A broad-spectrum conference on Solent issues – past successes, ongoing work and future challenges (the next 25 years) (including an exhibition).
- Promote examples of the Solent Forum's achievements and contributions to projects e.g. Solent Disturbance and Mitigation Project, and relative consistency and low turnover of staff (i.e. it has enabled good continuity).
- Include a trip/party ie: Boat trip around Solent, meal aboard Warrior, champagne at top of Spinnaker Tower
- An award marking a contribution to the Solent (link to Mike Clark Award)
- Promoting and maintaining the Marine Consents Guide
- Analysis of historical changes since 1992.
- A vision document – Where could the Solent be in 2042? Or where do we want the Solent to be in 2042. Considering topical issues expressed in this plan such as a review of the Solent European Marine Sites Management Scheme and an understanding of Marine Protected Areas; the South Coast Inshore Marine Plan; Solent Local Enterprise Partnership; the South East River Basin Management Plan and Flood and Coastal Risk Management.

The Business Plan 2015 - 2020

Overview

This Business Plan for 2015 to 2020 sets both the core work programme for the Forum, as well as the groups and events it will run and service. It also sets out specific actions to bring about the improvements that Members require.

Each year the Solent Forum Officers measure the success of the organisation against its Business Plan actions and report to the Steering Group. This plan recommends that feedback from Members is obtained at the same time. An annual report is published each April to summarise the Forum's work over the previous year and to detail work planned for the coming year.

Core Work Programme

The Solent Forum's news service and Members Meetings are the most valued services that the Forum delivers. Table 1 lists the Solent Forum's core services and shows how Members ranked their importance.

Table 1. Prioritisation of Solent Forum Core Services

(1 = highest priority)

Solent Forum Core Services	Ranking of Importance to Members
E News	1
Members Meetings	2
Conferences and events	3
Bi annual issues of Solent News	4
Forum website	5
Steering Group meetings	6
Consultancy services	7
Professor Mike Clark Awards	8
Maintaining Solent Indicators	9
Maintaining of databases of information and calendar of events	10
DISC	11

Table 2 shows how these core activities are linked to the Solent Forum's objectives and work programme.

Table 2. Core Work Programme

Category	How to measure
Overarching The Solent Forum needs to remain fit for purpose and to ensure that its business develops to ensure its long term viability.	
Monitor and Review Work Programme, Business Plan, Finances and Terms of Reference.	Steering Group Meeting February of each year. Annual survey to obtain feedback from members.
Review and update membership databases to ensure all details are correct.	Databases kept up to date.
Provide for professional development and training of staff.	Professional training and development provided.
Objective 1 - Raise awareness and understanding of the members' roles and aspirations	
Hold regular SF meeting to bring to members' attention coastal management issues.	Three Steering Group meetings and two members meetings per annum. Views of members sought and followed.
Organise seminars, conferences and other events to bring interested parties up to date on factors influencing the Solent.	Organise conferences as and when appropriate.
Publish Solent News, a newsletter for the Forum and maintain the news service.	Solent News published twice per annum, monthly e-mail newsletter.
Maintain and develop the Solent Forum website.	Web-site maintenance work.
Consultancy services.	Consultation events.
Objective 2 - Improve sharing of the information base	
Maintain databases and metadatabases of information as directed by members.	Web-site maintenance work. Databases maintained including DISC.
Objective 3 - To facilitate better communication, consultation and liaison amongst members	
Continue to offer and provide a mechanism for networking, communicating to and consulting with Solent Forum members.	Three Steering Group meetings and two members meetings per annum. Views sought and followed on.
Objective 4 - To raise awareness and understanding of the human and natural changes likely to materially affect the Solent area and its interests	
Bring to members' attention the potential changes that may affect the Solent.	Raised at Steering Group meetings. Members Meeting presentations and hot topics. Consultancy services.
Objective 5 - To promote the national and regional importance of the Solent	
Continue to provide a structure for discussion and coordinated action ensure sustainable development and integrated coastal management in the Solent.	Solent Forum meetings, presentations and projects as directed by the Steering group. Provide responses to relevant consultations e.g. Plans etc.
Solent Forum officers to maintain relationships with Solent and relevant regional and national organisations to foster understanding of coastal management issues.	Officers to continue networking with local, national and regional organisations. To offer consultancy services.

Solent Forum Groups

The Solent Forum Groups recommended for this Business Plan period are shown in Table 3; each of these groups has been successfully run throughout the last business plan period and each has its own Steering Group based on membership, as well as Terms of Reference. In addition the Forum will scope out the need for a Blue Economy Group.

Table 3. Solent Forum Groups

Groups	Objective	Priority
Management of SEMS	The relevant authorities responsible for the SEMS have worked together to produce a management scheme for SEMS, which includes an annual monitoring scheme and delivery plan. The management scheme guides the way in which relevant authorities exercise their functions so as to secure compliance with the requirements of the Habitats Regulations. The Solent Forum is the facilitating authority for SEMS. A review of SEMS is due in 2016 and this should take into account any changes to Marine Protected Areas.	1
Management of the Natural Environment Group (NEG)	NEG is a subgroup of SEMS and works primarily to improve the information base and ensure improved management measures are put in place to enable the Natura 2000 sites to achieve favourable condition. It provides a cost effective mechanism to direct, coordinate, and facilitate the delivery of cross cutting actions.	2
Management of the Solent Water Quality Awards	To facilitate/administrate and manage the annual Solent Water Quality Awards in line with the (now the current) Bathing Water Directive.	3

Solent Forum Events

Members highly value Solent Forum events. A number of potential events have been identified in Table 4. Any event run by the Forum would be self-financing unless an exception is agreed.

Table 4. Solent Forum Potential Specific Events

Projects	Description	Link to Core/group
Solent Forum Anniversary Events	A series of events including a conference – some of these may be funded from core finances.	Core
Solent Fishers Projects	Blue Marine Foundation have shown interest in asking the Solent Forum to run an event on their behalf.	NEG/Core
Seaview 2027	The Environment Agency have expressed an interest in the Solent Forum supporting the delivery of workshops.	NEG/Core

Improvements to the Solent Forum

In addition to the Solent Forum's work programme, the following actions in Table 5 are required throughout the Business Plan period, reflecting members' views on how the Solent Forum could improve what it is currently doing.

Table 5. Specific Plan Actions

What	Detail	When
Increasing and maintaining members	Seek new membership and work at retaining membership.	On-going. Keep a documented track.
Promoting benefits of Solent Forum membership	Produce a document which can promote the benefits of the Solent Forum to its members and others, showing what it currently provides, what added value it can bring, the core elements of the Business Plan and how it delivers its objectives.	To draft a paper on Solent Forum benefits by Autumn 2015.
Improve communication processes and produce a Communications Plan	Improve and update how the Forum communicates, and consider social media and on-line surveys. Experiment with twitter amongst the Steering Group for a particular event.	To take paper on this to the Solent Forum Steering Group (SFSG) Spring 2016.
Improve project management processes	Improve project management processes, so that any projects are clearly defined to meet the Solent Forum aims and objectives, and are properly managed from beginning to closure.	To take paper on this to the SFSG in Spring 2016.
25 th Anniversary celebrations	Draw-up detailed plans to celebrate the Solent Forum 25 th Anniversary; encourage organisations to take ownership and responsibility to deliver initiatives). <i>The Wildlife Trust do a Marine Week each summer.</i>	To present outline plans to SFSG in October 2015, and detailed plans in 2016.
New groups	Scoping meeting for a Blue Economy Group.	To meet early Autumn 2015.
Issues and Projects	Track issues and projects of importance to members, coordinating communications, topics for events and project management.	To set a system in place by 2016. Paper to SFSG to be agreed.

Managing Our Resources

The Forum currently employs three staff and this represents 1.3 Full Time Equivalents, The Solent Forum Manager (0.6 Full Time Equivalent) and two Solent Forum Officers (0.7 Full Time Equivalent together). The Solent Forum is hosted by Hampshire County Council, who in turn manage the staff.

The Forum currently has 53 members (see Appendix A) including 11 members of its Steering group (each pays in excess of £1705 per annum in 2015/16). The Forum's annual budget is approximately £62,000.

Income is derived from the following:

	Approx. Percentage of Income
Core subscriptions	66
SEMS and Natural Environment Group	32
Water Quality Group	1
Project work	1
Total	100%

Expenditure is made up of the following:

	Approx. Percentage of Expenditure
Staff costs	88
Gen. expenditure on travel, meetings etc	8
Website	2
Solent News and other publications	2
Total	100%

Wages are a significant part of Solent Forum costs and therefore subscriptions need to follow wage increases and are thus pegged to the Retail Price Index.

The Forum receives significant in kind support from some of its members, in particular Hampshire County Council who have hosted the Solent Forum since 1992. Many members provide free rooms and refreshments for Forum meetings. Members also tend to give their publications free of charge to the Forum and provide information at no cost.

Projected income for the Solent Forum for 2015/16 is expected to be as forecast, and as a consequence there is not a financial need to run projects to provide income. In previous years this has not been the case due to higher staff costs. The need to deliver projects to bring income to the Solent Forum to meet expenditure will be reviewed annually with the Steering Group.

The Solent Forum team is currently stable and there are no plans for changes at present. The Forum holds healthy reserves to cover contingencies, such as staff redundancies and loss of membership in the short term.

Appendix A: Solent Forum Member Participants in Business Planning

STEERING GROUP - 11	Postal Questionnaire	Business Planning Meeting
Associated British Ports		y
Environment Agency	y	y
Hampshire County Council	y	y
HM Naval Base	y	y
Isle of Wight Council	y	y
Natural England	y	y
New Forest District Council		y
New Forest National Park Authority		y
Portsmouth City Council		y
Solent Protection Society	y	y
Southampton City Council		y
Non STEERING GROUP - 39		
ABPmer		y
Angling Trust	y	
Beaulieu Enterprises Ltd		
Bembridge Harbour Improvements Co. Ltd		
BMAPA		
BP Oil U.K. Ltd	y	
Chichester District Council	y	
Chichester Harbour Conservancy	y	
Cowes Harbour Commissioners		
Eastleigh Borough Council		
Fareham Borough Council		
Fugro Emu Limited	y	
Gosport Borough Council		
HIWWT	y	y
Hants & Wight Trust for Maritime Archaeology		
Havant Borough Council		
Langstone Harbour Board	y	
Lymington Harbour Commissioners		
Portsmouth Commercial Port		
Ramboll		
River Hamble Harbour Authority	y	
Royal Society for the Protection of Birds		
Royal Haskoning DHV		
RYA		
River Hamble Harbour Authority	y	

Southern IFCA		
Southern Water	y	y
Southampton Solent University	y	
Solent Cruising and Racing		
St Vincents College		
University of Portsmouth		y
University of Southampton	y	
Vectis Boating and Fishing Club	y	
West Sussex County Council		
Boskalis Westminster		
Wightlink		
Winchester City Council		
Yarmouth Harbour Commissioners		
<i>Solent LEP represented at business planning meeting</i>		

Appendix B: Business Planning Methodology

The Solent Forum has a five year Business Planning cycle, and this plan follows on from the previous 2010 – 2015 plan. It sets both the work programme for the Forum and any specific direction or emphasis required.

Each year the Solent Forum Officers measure the success of the organisation against its Business Plan actions and report to the Steering Group. An annual report is published each April to summarise the Forum's work over the previous year and to detail work planned for the coming year.

At the end of the 5 year period for the last Business Plan, in March 2015, a 5 year Business Plan review was conducted. In summary the review found that the Forum had achieved its core services fully, as well as carrying out a large range of projects.

This Business Plan has been built upon the views of the Forum's members. In Spring 2015, a postal survey of members was conducted and 19 of 53 (36%) members responded. The results of the survey can be found in a report entitled "Business Planning 2015 – 2020 – Members' Survey Report". Appendix A shows which members participated in the Members' Survey.

In May 2015, the Forum held a Business Planning workshop using the results of the members' survey to shape the Business Plan. The meeting was well attended with 18 members represented. Appendix A shows a list of Solent Forum members that participated in the planning process. A report of the Business Planning Meeting can be found on the Solent Forum website.

Both the Members' Survey report and the Business Planning Report can be downloaded from the Solent Forum website at www.solentforum.org/forum/business_plan/.

A summary of the methodology used to produce this Business Plan can be found in the table below.

Business Planning Methodology

Event	Action	Date
Scope Business Plan (BP) 2015 -2020	Scoping and methodology for development agreed at Steering Group meeting.	November 2014
Business Plan Review 2010-2015 BP	Review achievement of previous business plan	March 2015
Members' Survey	A postal survey conducted amongst all members	Spring 15
Presentations of initial results from members' survey	Solent Forum Members' Meeting	18 March 2015
Members' Survey Report	To include project prioritisation questions. What they value, and their priorities.	May 2015
Business Planning Meeting	For all Solent Forum members and invited business	14 May 2015
Agree early draft of Business Plan	Present and discuss at Solent Forum Steering Group meeting.	25 June 2015
Draft Business Plan for consultation		Early July 2015
Advertise in Solent News	Advertise and ask for comment on the draft business plan from the wider coastal community.	July 2015.
Final Business Plan	Send to all members and advertise	August 2015
Present the Business Plan	Members meeting	23 September 2015

Appendix C: Issues and Projects of Interest to Members

The Solent Forum has built a Business Plan that reflects the issues that are important to its members. The postal questionnaire and Business Planning workshop revealed that the most important issues to Solent Forum members are dealing with sea level rise and managing coastal hazards, recreational pressure, pollution control, environmental sustainability, development pressure and marine spatial planning. These issues are detailed in Table 6 below, together with the number of comments received from members:

Table 6. Issues most important to Members as stated in Postal Survey, 2015

Issue	No. of comments
Sea level rise and flooding/managing coastal hazards	10
Recreational pressure both onshore and offshore	5
Pollution control/ particulate plastics/water quality	5
Environmental sustainability/decline biodiversity	4
Pressure of development	4
Uncertainty about Marine Spatial Planning and other related legislation/multi use of water	4
Lack of budgets/Government resource	4
Economic viability and regeneration	2
Navigational pressures in terms of space and capacity	2
Pressure on infrastructure	2
MCZs	2
Increasing human population	2
Lack of knowledge /data	2
Loss of dynamic processes	1

Base: 19

Understanding these issues will help the Solent Forum place emphasis on the provision of its news and events, so as to cover them. It may also help the Forum understand potential research/projects ideas. A range of project ideas were presented to Members within the postal survey and they were asked to rate the usefulness of each on a scale of 1 to 5, where 1 = very useful. Table 7 shows how they are ranked.

Table 7. Usefulness of Project Categories to Members

Project work	
Sustainable development	1.4
Consents Guide	1.9
Audits	1.9
Water quality	1.9
Recreation	2.0
Networking for water	2.0
Beneficial dredgings	2.1
Coastal change & land use	2.1
Fish & Aquaculture	2.1
CCATCH	2.4
Marine business	2.4

Base: 19

A further list of projects mentioned in the postal survey and business planning meeting includes the following shown in Table 8; they have been ranked according to the importance of each type of project listed above.

Table 8. Key Project Ideas ranked by Members

1. Sea level rise/coastal squeeze – working in partnership for solutions – work with Southern Coastal Group
2. Projects that provide evidence/solutions in impacts on Solent including diffuse pollution, litter/plastics in marine environment
3. Consents Guide update
4. Solent Seaview 2027 – helping deliver legislation behind improving water quality
5. Renewable energy – Navitus decision will be made in the Autumn
6. Helping LAs with their duty to cooperate – sub-Solent infrastructure
7. Marine Spatial Planning – ecosystem appraisal. Work on this for the Solent. Follow work of Steve Fletcher. UoP has links – centre economic marine environment. Link ABP and Solent LEP
8. Projects to improve fisheries, such as the Solent Fishers Project run by Blue Marine Foundation
9. Beneficial use of dredged material – there has been lots of work on this but there is a need to draw the threads together. Maybe a conference on this – what has been done well. Good practice. Aimed at harbours.
10. Helping understand the needs of fisheries and improving the evidence base