

Business Planning 2020 – 2025

Review of Previous Business Plan

June 2019

Introduction

The Solent Forum publishes a business plan every 5 years; the plan is widely consulted with members and approved by the Solent Forum Steering Group. As well as the Business Plan, the Forum agree an annual work programme each February with the Steering Group and undertake annual Horizon Scanning in June to enable any adaptation in the work programme due to unforeseen events. The Forum publish an Annual Report each February to show its work.

The 2020 to 2025 Business Plan is now being developed and as part of the business planning cycle a review is required of the previous (2015 – 2020) Business Plan.

The 2015 – 2020 Business Plan has 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 identified priorities and actions. Core actions are set under the Forum aims and objectives

This review focuses on section 3 and looks examines the success of actions achieved. Core actions were set under Solent Forum objectives and specific actions were set in response the findings of sections 1 and 2 above. The plan set a timed programme of specific work which was relevant and achievable; this ensured the objectives were Specific Measureable Achievable Relevant and to a Timescale (SMART).

Full details by year of everything that the Solent Forum has been involved in over the last five years can be found in Appendix A. This information was used to complete the review tables set out below. Actions are structured under four main sections, core work , Solent Forum serviced groups; projects and events; and improvements to Forum operations.

The review findings are illustrated by a traffic light system where **green**, signifies fully achieved, **amber** signifies partially achieved and **red** signifies not yet achieved.

Summary

the Solent Forum has achieved all of its core activities; members clearly indicated that these were the priority . All of its actions under group work have also been achieved.

The Forum set-out to celebrate its 25th anniversary in 2018 with a series of events including a conference. This was achieved and feedback from members on its success was very favourable. The Forum were not able to complete events on Seaview and Solent Fishers as planned but did hold a workshop event with members on opportunities under the Coastal Communities Fund.

In addition, several improvements were suggested to Solent Forum operations; all of these were achieved.

Regarding project work, no project work was set during the last business plan as members made it clear they wished the Forum to focus on delivering a high standard of its core activities. Despite this, due to rising staff costs and falling income there was a push to bring in extra income through projects; this resulted in The Forum managing 7 projects during the plan period.

Solent Forum Aims and Objectives

The Solent Forum aims and objectives are as follows:

Aims

1. To promote, facilitate & support integrated planning & 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

Core Work Programme

The Forum structures its work as follows (priorities are shown as set by members):

- Core work programme (including events)
 - News Service (top priority)
 - Biannual Forum Meetings (top priority)
 - Maintaining websites (second priority)
 - Conferences and events (third priority)

The core work programme is specifically tailored to each of the Forum's five objectives. These objectives in turn meet the two broad Forum aims.

Table 1 shows the Solent Forum Core Work Programme set in the business plan, column three indicates what has been achieved over the past 5 years.

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Table 1 Business Plan Review 2015 – 2020 – Work Programme

Category	How to measure	Progress during plan period
<p>Overarching</p> <p>The Solent Forum needs to remain fit for purpose and to ensure that its business develops to ensure its long term viability.</p>		
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.	Achieved in each year
Review and update membership databases to ensure all details are correct.	Databases kept up to date.	Achieved in each year. Systems where made GDPR compliant in 2018
Provide for professional development and training of staff.	Professional training and development provided.	Achieved in each year
<p>Objective 1 - Raise awareness and understanding of the members' roles and aspirations</p>		
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.	Achieved in each year
Organise seminars, conferences and other events to bring interested parties up to date on factors influencing the Solent.	Organise conferences as and when appropriate.	<p>Achieved in each year</p> <p>Events include:</p> <ul style="list-style-type: none"> • Solent Matters: Shaping up for another 25 years • Coastal Communities Fund workshop • Marine Planning Events
Publish Solent News, a newsletter for the Forum and maintain the news service.	Solent News published twice per annum, monthly e-mail newsletter.	Achieved in each year
Maintain and develop the Solent Forum website.	Web-site maintenance work.	Achieved in each year
Consultancy services.	Consultation events.	<p>Achieved in each year</p> <p>Topics varied – key ones:</p> <ul style="list-style-type: none"> • Marine Planning evidence & consultation • Coastal Communities

		<p>Fund</p> <ul style="list-style-type: none"> • University of Portsmouth Collaboration event • Defra survey response on a number of topics • Working with CPN and its members
Objective 2 - Improve sharing of the information base		
Maintain databases and metadatabases of information as directed by members.	<p>Web-site maintenance work.</p> <p>Databases maintained including DISC.</p>	Achieved in each year. Solent Information Database re-named Solent Information Database (SID)
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.	Achieved in each year
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.	<p>Achieved in each year</p> <p>Topics varied – key ones:</p> <ul style="list-style-type: none"> • Marine Planning evidence and consultation • MCZs • Defra 25 year plan • HCC Commission of Enquiry in Climate Change <p>Solent Forum Mike Clark Bursary Scheme instrumental in encouraging and disseminating important research</p>
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	Solent Forum meetings, presentations and projects as directed by the Steering group. Provide responses to relevant	<p>Achieved in each year</p> <p>Also engaging in all consultations on Marine Spatial Planning and</p>

the Solent.	consultations e.g. Plans etc.	Integrated Coastal Management
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.	Achieved in each year In particular attend SCOPAC/SCG; Coastal Partnership Network; European Marine Site (EMS) network; Hamble Estuary Management Plan (HEP); Catchment Partnerships in the Solent; Solent Universities Coastal Consortium; Marine Conservation Zones Tranche 3 consultations

Serviced Sub- Groups

The Solent Forum services a number of groups which are set up by the discretion of its steering group. Each has its own Steering group and is financially independent.

- Solent European Marine Sites scheme of management
- Natural Environment Group
- Water Quality group

In summary, the Solent Forum continue to run the Solent European Marine Site scheme of management secretariat and its associated Natural Environment Group. These two proactive groups have led to many projects that the Forum has been involved in, many of which has enable the Forum to take in income to cover its costs. All of projects and events that derived from these groups are listed in table 3 on projects.

Table 2 Business Plan Review 2015 – 2020 – Solent Forum Groups

Groups	Group aims	Progress during plan period
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	The SEMS Annual Monitoring scheme has evolved following a mini review in 2016. This review ensures that the scheme builds on Natural England’s condition assessments, and links well with NEG. An annual monitoring survey is in place to elicit the views of Relevant Authorities and an Annual Management Report is delivered and an Annual

	of SEMS is due in 2016 and this should take into account any changes to Marine Protected Areas.	Management meeting every September
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.	NEG met each year twice. It tracks key projects in the Solent, launches key projects to improve the evidence base for SEMS. (listed under projects). The group has produced evidence on the impacts of canoeing and Kayaking and designed and launched guidelines for paddlesports in the Solent. It has also launched the Clean Solent Shores and Seas Project.
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.	The Solent Forum run the annual Bathing Water Quality Awards

Projects and Events

Events

The Solent Forum managed a number of events (in addition to its core meetings and events) in the 5 year period and the following table shows what was achieved against the original business plan.

**Table 3
Business Plan Review 2015 – 2020 – Solent Forum Events**

Events	Description	Progress during plan period
Solent Forum Anniversary Events	Solent Forum Anniversary Events and Conference “Solent Matters: Shaping up for another 25 years”	A number of events held in May 2017 including a celebratory meal on the HMS Warrior and a Conference
Solent Fishers Projects	Blue Marine Foundation have shown interest in asking the Solent Forum to run an event on their behalf.	Not achieved
Seaview 2027	The Environment Agency have expressed an interest in the Solent Forum supporting the delivery of workshops.	Amber as only attended

In addition to the above The Solent Forum managed a workshop on the Coastal Communities Fund in 2018, as shown on the following table.

**Table 4
Business Plan Review 2015 – 2020 – Solent Forum Additional Events**

Events	Description
Coastal Communities Fund Networking	A Solent Forum workshop held in 2018 with Local Authorities and Harbour Authorities to explore opportunities to access the fund

Projects

The Business Plan did not schedule the Solent Forum to conduct any specific projects during the last business plan as there was a strong commitment to improve core work.

Despite this, due to rising staff costs and falling income there was a push to bring in extra income through projects; this resulted in The Forum managing 7 projects during the plan

period as shown on table 5. The biggest two projects included the Beneficial Use of Dredgings' in the Solent (BUDS) project and the MMO Enhancing Stakeholder Involvement Project.

**Table 5
Business Plan Review 2015 – 2020 – Solent Forum Additional Projects**

Projects	Description
Building Biodiversity in the Solent 2018 to current	Ecological hub for net gain and enhancing opportunities in built environment. Under this hub two projects have been completed for the Environment Agency : 1. Ecological Enhancements of Defences – Signposting project 2. Biodiversity Opportunity Mapping A working group is being set up to continue the work of the hub
Clean Solent Seas and Shores 2017 to current	Project set up by Natural Environment Group to address impacts of the activity of littering and other forms of water pollution in the Solent. Project pages are being developed to provide umbrella sign posting working with key partners
MMO Enhancing Stakeholder Engagement Project 2017 - current	The Solent Forum and other coastal partnerships worked with the Marine Management Organisation (MMO) on a project to enhance stakeholder engagement in the marine planning process. This has involved a communication plan and workshops with hard to reach stakeholder
Beneficial Use of Dredgings in the Solent 2016 - current	A multi-phase project to bring about a large or a number of beneficial use of dredgings' projects in the Solent. Managing Phase 1 of the Project – Project Scoping and successfully bidding for Phase 2 – Detailed Feasibility study. Dissemination of Phase 2 and working up project proposals for final phase of implementation in Lymington
Marine and Coastal Consents Guide Review 2018	This on-line guide summarises and reviews the licences and consents that are needed to undertake works and development around the coast. The Guide is complete and can be accessed from the Forum's website Funded by SCOPAC
Miscellaneous	Natural Environment Group: Paddlesports Guidelines to Avoid Bird Disturbance in Solent European Marine Sites 2017

Operation Improvements

In addition to the Solent Forum's work programme, the Solent Forum membership set a number of actions to improve the operation of the Solent Forum. All of these actions were achieved and the progress made can be seen on the following table 6.

Table 6
Business Plan Review 2015 – 2020 – Solent Forum Specific Plan Actions

What	Detail	Progress during plan period
Increasing and maintaining members	Seek new membership and work at retaining membership.	In 2015 the Solent Forum has 52 members. There have been some changes in membership however this number has been maintained
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.	A brochure was designed and produced in 2016. This brochure is now used as a key marketing tool. In addition to this a new website was set-up and a marketing strategy agreed
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.	A Marketing Strategy was agreed and the Solent Forum now communicates via social media such as Twitter and Facebook
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.	A project management process was agreed and is followed
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).	In May 2017 the Solent Forum celebrated its 25 th Anniversary with a number of events and a conference. The celebrations were well received.).
New groups	Scoping meeting for a Blue Economy Group.	A Blue Economy Group was formed and met. This group detailed a number of project aspirations
Issues and Projects	Track issues and projects of importance to members, coordinating communications, topics for events and project management.	The Solent Forum now conducts a Horizon Planning exercise each June. This shows the issues and projects of current importance

Appendix A

Summary of Solent Forum Work and Events 2015-2020

2015/16

Core work programme: Biannual Forum Meetings News Service, Maintaining websites, Calendar of coastal events, Data Information Solent Catalogue, Professor Mike Clark Awards, Consultancy Services and key issues

Solent Forum Groups: Natural Environment Group, SEMS and Water Awards

Southern Marine Planning Support	a) Gathering evidence on behalf of Solent stakeholders to inform the marine plan b) providing stakeholder engagement services to support the marine plan c) consultation on the plan	the Forum continued to be involved in marine planning in the South (assisting on one consultation workshop), and discussions have taken place with the MMO on how the South Marine Plan will be implemented and how SF can assist by adding value. the Marine Plan is currently being prepared by the MMO.
General engagement	Network with key projects and initiatives in the Solent	The Forum worked with Hamble Estuary Management Plan (HEP), SCOPAC/SCG, Seaview, Catchment Partnerships in the Solent, Solent Universities Coastal Consortium
Blue Economy	To understand the needs of the Blue Economy (Solent business and industry needs), and match how the Solent Forum can help	Set-up project scoping

2016/17

Core work programme: Biannual Forum Meetings News Service, Maintaining websites, Calendar of coastal events, Data Information Solent Catalogue, Professor Mike Clark Awards, Consultancy Services and key issues

Solent Forum Groups: Natural Environment Group, SEMS and Water Awards

Southern Marine Planning Support	a) Gathering evidence on behalf of Solent stakeholders to inform the marine plan b) providing stakeholder engagement services to support the marine plan c) consultation on the plan	Continuing to promote the draft South Marine Plan and talking with the MMO on how the Forum can help implementation
General engagement	Network with key projects and initiatives in the Solent	Worked with Hamble Estuary Management Plan (HEP), SCOPAC/SCG, Seaview, Catchment Partnerships in Solent, Solent Universities Coastal Consortium,

Beneficial Use of Dredgings in the Solent	A multi-phase project to bring about a large or a number of beneficial use of dredgings' projects in the Solent	Work with ABPmer, RHHA and SCOPAC to plan project
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Blue Economy	To understand the needs of the Blue Economy (Solent business and industry needs), and match how the Solent Forum can help	Set-up project scoping
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2017/18

Core work programme: Biannual Forum Meetings News Service, Maintaining websites, Calendar of coastal events, Data Information Solent Catalogue, Professor Mike Clark Awards, Consultancy Services and key issues

Solent Forum Groups: Natural Environment Group, SEMS and Water Awards

Southern Marine Planning Support	a) Gathering evidence on behalf of Solent stakeholders to inform the marine plan b) providing stakeholder engagement services to support the marine plan c) consultation on the plan	Continuing to promote the draft South Marine Plan and talking with the MMO on how the Forum can help implementation
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General engagement	Network with key projects and initiatives in the Solent	The Forum worked with Hamble Estuary Management Plan (HEP), SCOPAC/SCG, Seaview, Catchment Partnerships in the Solent, Solent Universities Coastal Consortium, Marine Conservation Zones Tranche 3
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Beneficial Use of Dredgings in the Solent	A multi-phase project to bring about a large or a number of beneficial use of dredgings' projects in the Solent	Managing Phase 1 of the Project – Project Scoping . Funder Solent Forum and Environment Agency
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Blue Economy	To understand the needs of the Blue Economy (Solent business and industry needs), and match how the Solent Forum can help	Group meeting and report on potential projects
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Marine and Coastal Consents Guide Review 2018	This Guide summarises and reviews the licences and consents that are needed to undertake works and development around the coast.	The Guide is complete and can be accessed from the Forum's website Funded by SCOPAC
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Coastal Communities Fund Networking	Scoping of Solent Forum member involvement	A review of CCF applications was made Manging Phase 1 of the
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		Project – Project Scoping
MMO Enhancing Stakeholder Engagement Project	The Solent Forum and other coastal partnerships worked with the Marine Management Organisation (MMO) on a project to enhance stakeholder engagement in the marine planning process.	Project planning and communications plan
Clean Solent Seas and Shores	Project set up by Natural Environment Group to address impacts of the activity of littering and other forms of water pollution in the Solent	Project group set-up and Project Scoping
Solent Forum Anniversary Events and Conference “Solent Matters: Shaping up for another 25 years”	25 th Anniversary events in May 2017	A number of events including a celebratory meal on the HMS Warrior and a Conference
Miscellaneous	Small projects	Natural Environment Group: Paddlesports Guidelines; Assessing Disturbance from Canoeing and Kayaking ‘report.

2018/19

Core work programme: Biannual Forum Meetings News Service, Maintaining websites, Calendar of coastal events, Data Information Solent Catalogue, Professor Mike Clark Awards, Consultancy Services and key issues

Solent Forum Groups: Natural Environment Group, SEMS and Water Awards

General engagement	Network with key projects and initiatives in the Solent	The Forum worked with Hamble Estuary Management Plan (HEP), SCOPAC/SCG, Seaview, Catchment Partnerships in the Solent, Solent Universities Coastal Consortium, Marine Conservation Zones Tranche 3, Analysis of Defra 25 year plan and other key initiatives
Beneficial Use of Dredgings in the Solent	A multi-phase project to bring about a large or a number of beneficial use of dredgings’ projects in the Solent	Manning Phase 1 of the Project – Project Scoping and successfully bidding for Phase 2 – Detailed Feasibility study
MMO Enhancing Stakeholder Engagement Project	The Solent Forum and other coastal partnerships worked with the Marine Management Organisation (MMO) on a project to enhance stakeholder engagement in the marine planning process.	Two workshops and continued planning
Coastal Communities Fund Networking	Scoping of Solent Forum member involvement	A Solent Forum workshop held with Local Authorities and Harbour Authorities to explore opportunities

Clean Solent Seas and Shores	Project set up by Natural Environment Group to address impacts of the activity of littering and other forms of water pollution in the Solent	Publication of Solent evidence report, set-up of project webpages, aspirations to provide umbrella sign posting project
Building Biodiversity in the Solent	Ecological hub for net gain and enhancing opportunities in built environment	Two Environment Agency joint projects 1. Ecological Enhancements of Defences 2. Biodiversity Opportunity Mapping

2019/20

Core work programme: Biannual Forum Meetings News Service, Maintaining websites, Calendar of coastal events, Data Information Solent Catalogue, Professor Mike Clark Awards, Consultancy Services and key issues

Solent Forum Groups: Natural Environment Group, SEMS and Water Awards

General engagement	Network with key projects and initiatives in the Solent	The Forum worked with Hamble Estuary Management Plan (HEP), SCOPAC/SCG, Seaview, Catchment Partnerships in the Solent
Beneficial Use of Dredgings in the Solent	A multi-phase project to bring about a large or a number of beneficial use of dredgings' projects in the Solent	Disseminating phase 2 results and working up final project to bring about beneficial use in Lymington
MMO Enhancing Stakeholder Engagement Project	The Solent Forum and other coastal partnerships worked with the Marine Management Organisation (MMO) on a project to enhance stakeholder engagement in the marine planning process.	Final workshop
Clean Solent Seas and Shores	Project set up by Natural Environment Group to address impacts of the activity of littering and other forms of water pollution in the Solent	Develop project webpages, to provide umbrella sign posting working with key partners
Building Biodiversity in the Solent	Ecological hub for net gain and enhancing opportunities in built environment	Set-up working group and develop hub