

Solent Forum Business Plan 2010 – 2015

March 2010

Table of Contents

1.	Background	Pg 3
2.	Profiting from Coastal Partnerships	4
3.	Current Issues and Drivers	5
3.1	Responding to the needs of marine businesses	5
3.2	Adaptive Planning	5
3.3	Introduction of new marine planning system	6
3.4	Development pressures in the South East	6
3.5	Changing economic and regulatory framework	7
3.6	Community outreach	7
3.7	A range of varies sectoral projects	8
4.	Operational Structure of the Forum	9
5.	Objectives, Priorities and Plan	10
5.1	Solent Forum Aims and Objectives	10
5.2	Work Programme	10
5.3	Prioritisation	12

Tables

Table 1	Business Planning Methodology	3
Table 2	Benefits of Coastal Partnerships	4
Table 3	Work Programme	11
Table 4	Solent Forum Core Activities	12
Table 5	Solent Forum Groups	12
Table 6	Solent Forum Projects	13
Table 7	Solent Forum Potential Projects	15
Table 8	Solent Forum Potential Events	15

Appendices

Appendix A	Solent Forum participants in the Business Plan	15
Appendix B	Business Planning Meeting – Meeting Notes	17

1. Background

The Solent Forum has moved towards a five year Business Planning cycle; this has been adopted as members felt that given the adaptive nature of the Forum's set-up and objectives, this time frame would be more suitable. The plan begins by assessing current issues and drivers of importance to members, the resultant aims and objectives, and actions required.

This Business Plan follows on from the previous 2007 – 2010 plan. Each year, the Forum measures its success against its Business Plan actions and reports to its Steering Group; in April 2010 a business plan review will show achievements against the past three year business cycle. In addition, an annual report is published each April to summarise the Forum's work over the previous year and detail work planned for the coming year.

Table 1 below shows how the Solent Forum Officers (SFO') have produced this plan.

Table 1
Business Planning Methodology

Event	Action	Date
Steering Group (SG)	Outline methodology agreed	24th June 09
Postal Survey	All members surveyed	July 09
Solent News	Methodology in SN	July 09
Survey analysis and report	SFO's prepare report	August 09
Members Survey Report	Disseminated to all members	August 09
Chairman and officer meeting	SFO's meet with chairman to plan how to take survey forward	September 09
Members Meeting	Forum Chair presents methodology to Members	23rd September 09
Business Planning Meeting	Working meeting to be held with members to draft BP	21st October 2009
Agree basic components of Business Plan	SG meeting	21st October 2009
Draft Business Plan	SG correspondence	Winter 2009
2 nd Draft Business Plan	Agreed at SG Meeting	24 th February 10
Final Business Plan	Produced and announced	15 th March 2010

In July 2009, a postal survey of members was conducted and 24 of 49 (49%) members responded. The results of the survey can be found in a report entitled "Business Planning 2010 – 2013 – Members Survey Report". This can be downloaded from www.solentforum.org/forum/business_plan/.

In October 2009, the Forum held a Business Planning meeting with members to further shape the Plan. The meeting was well attended with 22 members represented.

Appendix A shows a list of Solent Forum members that participated in the planning process. Appendix B provides the meeting notes of the Business Planning Meeting.

Following the Business Planning meeting, the Solent Forum Steering group summarised and prioritised the results within three categories:

- Current Issues and Drivers
- Operational Structure of the Forum
- Objectives, Priorities and Plan

These categories have been used to structure the business plan . The plan information is derived from the sources in table 1. Reference has also been made to a national study on the benefits of coastal partnerships in section 2 below.

2. Profiting from Coastal Partnerships

A national study was commissioned by Defra in 2007 to research the financial benefits to working in coastal partnership at the coast. A report by Entec entitled “Profiting from Partnership” was published.

The study valued coastal partnerships to different sectors and this information is presented in table 2 below. The Solent Forum Business Plan reflects these values.

Table 2
Benefits of Coastal Partnerships

Sector	Key benefits	Annual Value to a county
Local Government	Enhances key functions Community Engagement Information resource Access to coastal funding	£89,000 +
Government Regulator	Holistic understanding of diverse interests Forum between regulators and end-users	£2,200
Conservation Advisor	Local input to conservation advisors Stakeholder engagement	£130,000
Conservation Trust	Facilitating collaborative work Attract funding and developing projects Provision of contacts and networks	£5,300
Environmental Consultants	Networking opportunities Understanding of client needs Leading development into work areas	£32,000
Coast Based Industry	Ecological expertise Intermediary to regulators and conservation orgs Improving public relations	£12,500
Offshore Renewable Energy Supplier	Promotional platform to suppliers Conduit for communications Discussion forum	£34,500
Landowners	Tap into knowledge of partnerships on innovative projects Access to funding Discussion forum	£13,000
Water Company	Improved relationships Developing joint initiatives	£4,600 +
TOTAL		£323,100

Source: Profiting from Coastal Partnerships, Entec 2007

3. Current Issues and Drivers

The Solent Forum will build a Business Plan that reflects current coastal issues and drivers. The most important of these to Solent Forum members are detailed below.

3.1 Responding to the needs of marine and coastal businesses

- Respond to the 2008 SEEDA Waterfront Strategy by understanding the needs of business (in particular small business)
- Arrange or participate in business events with organisations such as BMF and Hampshire Economic Partnership
- Help find solutions for Marine Industries that are facing a squeeze on waterfront land due to sea level rise and development pressures preventing adaptation
- Develop a range of Business Factsheets on marine related issues e.g. similar format to the Forum's Solent Habitat Information Packs
- Help interpret/clarify complexity of existing and developing marine licensing and consents
- Foster discussions around ports policy and the development needs of local ports
- Update the Solent Forum Marine Consents Guide and develop the strategic understanding of maintenance dredging and its impacts
- Understand the implications of promoting sustainable economic growth in the Solent

How has Business Plan included these issues?

There is a need to work with the Hampshire Economic Partnership Marine Task Group and Marine South East to establish how the Solent Forum can help respond to the issues above; we will explore the potential of setting-up a Solent Forum Marine Business Group.

3.2 Adaptive Planning for coastal environmental change

- Understanding and communicating the effects of flood risk and erosion
- Understanding the effects of seastate/wind on navigation
- Communicating the need for coastal communities to adapt to climate change
- Understanding and communicating the need to adapt to coastal squeeze
- Balancing environmental and socio-economic needs when planning for adaptation

How has Business Plan included these issues?

It is proposed that a new project called AdaptSolent is set-up by October 2010 to progress these issues and in particular begin a Community Engagement Campaign on coastal climate change adaption.

3.3 The introduction of a new local marine planning system within the 12 nautical mile limit, and a regional seas marine planning system across the channel

- Understanding how new regimes integrate with current arrangements
- Improving the evidence base for planning and consents
- Consider how the Solent Forum engages with wider planning areas for a/ Potential local marine plan from MHW out to 12 nm and across to Portland b/ Regional marine plan area to cover English Channel (CAMIS(Channel Arc Manche Integrated Strategy)/SoMaP Projects)

How has Business Plan included these issues?

The Solent Forum Officers will be scoping the need for the Solent Forum to change its boundaries to extend to 12 nautical miles from the coast thus including the whole of the Isle of Wight. This will be presented to the Solent Forum Steering Group on 24th February.

3.4 Development pressures in the southeast

The Forum will look to review, understand and assess the implications for the Solent on the following pressures. Recreational provision will be strongly influenced by the Marine Act provisions on coastal access.

- Recreational and Green Infrastructure provision
- European sites
- Water quality
- Restrictions to coastal access
- Navigational safety Issues
- Water based recreation

How has Business Plan included these issues?

The Forum will produce a range of *factsheets* on the above pressures and will show how, if at all, the impact of these pressures are being measured and addressed. These factsheets, as well as the SoMaP Project, will then enable the Solent Forum to *Update its Strategic Guidance*. Work from the Solent Disturbance project, the Recreation Group and State of the Solent will help inform this. The results of this will be presented at a conference on the subject. It is hoped that this work can progress in the Autumn 2010 and that a conference would be held the following year.

3.5 The Changing Economic and Regulatory Framework

- Need to respond to potential decrease in subscriptions to the Forum's financial squeeze
- Respond to economic pressures on all SF members and how they may lack resource and have increased work loads
- Introduction of the Marine and Coastal Access Act and the advent of a new marine planning system
- The need to set-up a single channel of communications within the proposed South Central Inshore area, for stakeholder communications between stakeholders and Defra/MMO

How has Business Plan included these issues?

The Solent Forum Officers need to work with its members to deliver the best value for money and a prioritised work programme. The work programme in this plan is prioritised. A range of projects have been proposed to provide a mix of Forum income between Core work, Group and Project work. It is proposed that the Solent Forum become the main channel of communications for the proposed South Central Inshore Marine Plan area; should stakeholders agree, this may enable the Forum to obtain funding from Defra/MMO for stakeholder communications.

3.6 Community Outreach

- To reach members of the public to promote coastal issues and provide a line of consultation back to Government and industry
- Outreach to include Community meetings, advertising
- Educational campaigns to public and educational establishments (similar to Thanet model) including beach campaigns, walks, talks, events, educational packs, Blue Gym, interpretation and art, green tourism, coastacape, coastal access.

How has Business Plan included these issues?

The AdaptSolent Project will deliver some of the above as it will include a stakeholder engagement programme as well as associated materials. It does not include detailed community/education outreach however. Full community outreach will require specialist officer skills and significant funding. This Business Plan does not include proposals to do this as it is clear that there are many other priorities which need addressing first. It is proposed that these issues are raised again in the next planning period (2015 -2020)

3.7 Develop a range of projects including a number that can achieved over short timescales representing different interests of the Solent Forum

- Fishing Project to establish key issues. Issues expected to be around the impacts of 1/ bait digging and clam dredging on designated sites 2/ Oyster bed recruitment 3/ Water pollution on shellfish and 4/ aggregated dredging on shellfish (Core)
- Sustainable Maritime Heritage Project linked to Aggregates Levy Sustainability Fund (Core)
- Recreation and health project using green/blue space (Recreation Group)
- A range of nature Conservation Projects including Alien species, ID gaps in environmental knowledge, guild volunteering base. (Nature Conservation Group)

How has Business Plan included these issues?

These project ideas will be presented (as time and funding permits) to the associated groups or Core Solent Forum Steering Group over the Business Plan period, and projects will be set up as directed.

4. Operational Structure of the Forum

Members are generally very happy with the Solent Forum's current model. The model includes running a core Forum from member subscriptions and having a number of self-funding specialist topic groups. 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..

Most members are happy with the membership base of the Forum and it was considered important that it continues to represent organisations rather than individuals and small businesses, so as to avoid parochial views dominating. There was an understanding amongst members that there is a variation in membership contributions between small in-kind contributions and more significant financial contributions, and that the Forum needed a wide and diverse membership base to provide a useful network.

Almost all members are happy with the frequency and content of Solent Forum meetings.

Members are happy with the current staff resource and recognise that the staff are working at capacity, and that additional groups or projects may need additional staff resources. It was agreed that staff resource should facilitate work and that projects should separately fund project officers if required.

Members did have a number of suggestions on how the Forum could improve its operational structure and it was agreed by the Steering Group that the Forum should:

- Ensure that the Core Values are the priority to Forum staff
- Aim to run special interest conferences/events as frequently as possible, where a real need is identified
- Obtain views from members on topics of interest via a voting system
- Provide a focus on working with Marine Industry
- Scope change to Solent Forum's boundary area and consider whether it extends south of the Isle of Wight to at least 12 nautical miles (this would align with the proposed new marine plan area).

5. Objectives, Priorities and Plan

5.1 Solent Forum Aims and Objectives

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 remain largely the same in spirit. They have now been further fine-tuned. As a result one of the most notable changes is that the Forum should not comment on major proposals and developments, so as to remain impartial. It does retain a role to contribute to policy development and plan making where appropriate and especially when related to integrated coastal management.

Solent Forum Aims

- To facilitate more integrated planning and management of the Solent
- To assist Solent stakeholders in carrying out their functions
- To provide a broadly based consultative forum

Solent Forum Objectives

1. To raise awareness and understanding of the members' roles and aspirations
2. To improve access to 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;
5. To promote the national and regional importance of the Solent and contribute where appropriate to policy, development and plan making

5.2 Work Programme

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 will then be measured annually and an annual report will be produced.

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

Table 3
Work Programme

Category	How to measure
Overarching The Solent Forum needs to remain fit for purpose and 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.
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. Grade in line with HCC.
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. Views sought and followed on.
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, monthly e-mail newsletter
Maintain and develop the Solent Forum website	Web-site maintenance work
Objective 2 - improve access to the information base	
Maintain databases and metadatabases of information as directed by members	Databases maintained including DISC
Objective 3 - To facilitate better communication, consultation and liaison	
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. Views sought and followed on.
Objective 4 - To raise awareness and understanding of the human and natural changes likely to materially affect the Solent	
Bring to members' attention the potential changes that may affect the Solent	Raised at Steering Group meetings. Members Meeting presentations and hot topics.
Objective 5 - To promote the national and regional importance of the Solent and contribute where appropriate to policy, development and plan making	
Continue to provide a structure for discussion and coordinated action to integrate coastal management in the Solent.	Solent Forum meetings, presentations and projects as directed by the Steering group
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.

5.3 Prioritisation

The Solent Forum can achieve its objectives by undertaking its core activities as shown on Table 4. Members have prioritised this work for the Solent Forum Officers.

Table 4
Solent Forum Core Activities (1 = highest priority)

Core Activities		Prioritisation
Biannual Forum Meetings	Produce clear, concise, unbiased information to cover range of socio-economic and environmental issues	1
News Service including Solent News and Monthly alerts	As described	1
Maintaining websites (Solentpedia and Solentforum)	As described	1
Calendar of Coastal Events	As described	2
Maintaining a Solent Indicator set	As described	2
Conferences on topical subjects	Ad-hoc specific conferences workshops on topical events when there is a proven need, using member votes (to be self-funding). Aim to have approx. 3 in 5 years	2
Annual Bursary Scheme	As described	3

There is a need for the Solent Forum to develop Projects and Groups as directed by the Steering Group. These are established on a needs basis and should be a/ self-financing b/ compatible with the core Solent Forum aims c/ be reviewed as a basis of need and Solent Forum priorities.

The Solent Forum Groups recommended for this Business Plan period are shown in Table 5.

Table 5
Solent Forum Groups

Groups	Key aim of groups
Nature Conservation Group	Provide cost effective mechanism to coordinate the implementation of cross cutting nature conservation actions stemming from the many overlapping statutory and non-statutory documents
Solent European Marine Sites Scheme of Management (Annual Pro Forms and Reviw due 2010)	The relevant authorities responsible for the SEMS have worked together to produce a management scheme for SEMS. 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 are the facilitating authority for SEMS and Solent Forum staff coordinate a/ the annual proforma which records any new activities b/ coordinate, if required, a review of the management scheme every 5 years.
Water Quality Group	To facilitate a coordinated approach in protecting and improving the quality of recreational water and the coastal environment.
Recreation Group	Provide a cost effective mechanism to coordinate the implementation of strategic recreation actions.
Marine Planning Communications	It is proposed that the Solent Forum become the main channel of communications for the proposed South Central Inshore Marine Plan area; should stakeholders agree this may enable the Forum to obtain funding from Defra/MMO for stakeholder communications. This will be explored in a meeting that Defra held with the Solent Forum's assistance on 5 th March 2010.

All of these groups are well established and have their own Steering Group based on membership, as well as Terms of Reference.

The Solent Forum Projects recommended for the Business Plan period are shown on Table 6.

Table 6
Solent Forum Projects

Projects	Description	Link to Core/group
Towards Solent Marine Planning (SoMaP)	Started February 2009 and will finish October 2010. Helping prepare Solent Stakeholders for a marine plan and build a policy database	Core
Solent Disturbance and Mitigation Project	Phase 1 desk research complete. Phase 2 2009 - 2011 Assess the impact of activities and development on the Solent European Marine Sites Phase 2 primary research to assess disturbance	Nature Conservation Group
Solent Forum Recreation Audit	Phase 1 desk research complete.	Recreation Group
State of the Solent Review 2010	The 2004 State of the Solent is currently being reviewed. This review will be available in 2010	Core
New Projects		
Adapting Solent Communities to Climate Change (AdaptSolent)	Planned to start November 2010 and run for at least 3 years, depending that EU bid by EA on CC2150 is successful.. Community Engagement Programme to Solent communities on the need to adapt to climate change – see inset box below.	Core
Marine Industry related projects	Project list to be conformed after exploratory meetings with HEP, Marine SE and the Chamber of Commerce. Proposals to be made to SF Steering Group. Including a range of factsheets for Business, updating marine consents guide, responding to the SEEDA waterfront strategy.	Core
Sector Information Factsheets	Using all available data from SoMaP, Recreation Group, Nature Conservation Group, State of the Solent, SF Members to produce a range of factsheets for each different sector in the Solent. These sheets will highlight development pressures, how issues are being measured and addressed, trends in information etc.	Core
Update Solent Forum Strategic Guidance	The last strategic guidance was produced in 1997. This guidance needs to be updated. The Recreation and Tourism Chapter will be updated by the Recreation Group in 2010/11.	Core

A range of further short and long term projects and events be considered during the plan period. A method of obtaining project and event ideas from members will be used including online voting and a suggestion box. Ideas will be submitted to the

Core Forum Steering Group or to the relevant Subgroup.. The following projects shown on Table 7 will be presented for approval during the plan period; funding for each would need to be generated.

Table 7
Solent Forum Potential Projects

Projects	Timeframe	Link to Core/group
Project to establish key issues regarding fishing in the Solent (see issues raised in 3.7). The SoMaP Meeting on Fishing on 1 st April to inform this.	To be established.	Core
Sustainable Maritime Heritage Project	To be established.	TBC
Recreation and health project using green/blue space	To be established.	Recreation Group
A range of nature Conservation Projects: Alien species, ID gaps in environmental knowledge, impact of kite surfing on birds.	To be established.- including.	Nature Conservation Group
Water Quality Factsheets	To be established.	Water Quality group

Table 8 shows some of the events that the Solent Forum are planning over the plan period. These are in addition to the regular Forum meetings.

AdaptSolent – planned new project

This is a new project which is being set up in response to the growing need to inform and educate the Solent's community about facts and implications arising from climate change along the coast. The project will commence with the development of an engagement strategy that will set out how and what the project will deliver; this will be driven by a Steering Group of organisations including HCC, Defra, GOSE, EA, Southern Coastal Group, District Authorities. The project outputs will be a series of events with Elected Members, Town and Parish Councils, Marine Businesses, coastal and property landowners and educational establishments. Specific tools and materials will be produced. The project will produce work that can be used by Hampshire County Council's climate change commission work and will be part of a greater EA CC2150 EU bid.

Table 8
Solent Forum Potential Events

Projects	Description	Link to Core/group
Solent Water Quality Conference	28 th April 2010	Water Quality Group
SoMaP Conference	30 th September 2010	SoMaP project
Strategic Guidance for the Solent – understanding the Pressures	2011/12	Core

Appendix A

Solent Forum participants in Business Plan

STEERING GROUP -13	Postal Questionnaire	Business Planning Meeting
BMF South (Treasurer)		y
Environment Agency	y	y
Fareham Borough Council	y	y
Hampshire County Council	y (ecology) y (coastal group)	y
HM Naval Base	y	y
Isle of Wight Council	Y (cllr)	
Natural England	y	y
New Forest District Council	y y (councillor)	
New Forest National Park Authority	y	
Portsmouth City Council	y	y
Solent Protection Society	y	y
Southampton City Council	y	y
Associated British Ports		y
Non STEERING GROUP -39		
ABPmer	y	y
Beaulieu Enterprises Ltd		
Bembridge Harbour Improvements Co. Ltd		
BMAPA		
BP Oil U.K. Ltd		
Chichester District Council	y	y
Chichester Harbour Conservancy	y	
Cowes Harbour Commissioners		
Eastleigh Borough Council		
Emu Limited		y
Gosport Borough Council	y	
Groundwork Solent Trust		
Hampshire County Council	y	
Hants & Wight Trust for Maritime Archaeology	y	y
Havant Borough Council		
Langstone Harbour Office	y	y
Lymington Harbour Commissioners		
Marina Projects Limited	y	y
Marine South East		
Angling Trust	y	
National Trust		
Overfalls Group		
Portsmouth Outdoor Centre	y	y
Portsmouth Commercial Port		y
River Hamble Harbour Authority	y	y
Royal Society for the Protection of Birds		
RYA		y
RYA Southern		y

Southern Sea Fisheries Committee		
Southern Water		y
Vectis Boating and Fishing Club		
West Sussex County Council		
Westminster Dredging Company		
Wightlink		
Winchester CC		
Yarmouth Harbour Commissioners		

Appendix B

Business Planning Meeting – Meeting Notes



SOLENT FORUM

BUSINESS PLANNING BREAKFAST MEETING

Wednesday, 21st October 2009

Notes of Meeting

2. Business Planning Methodology and Presentation of Members Survey Report

Solent Forum Officers will explained the process they are following to produce the next Solent Forum Business Plan 2010 – 2013.

3. Solent Forum Business Planning

The results of the recent members survey was presented and 3 groups were set up to discuss a series of questions in three sections. The groups will be asked to feedback the results at the end of each section. The outcomes of these group sessions, as well as the members survey will be used to draft the Business Plan.

Attending

Organisation (49)	Name
Solent Forum Staff	
Solent Forum Chair	Mike Clark
Solent Forum Manager	Karen McHugh
Solent Forum Officer	Rhian Edwards
Solent Forum Officer	Kate Ansell
Steering Group	
BMF South (Treasurer)	Graham Rabbitts
Environment Agency	Dave Lowthian
Fareham Borough Council	Apologies
Hampshire County Council	Tina Cuss
Hampshire County Council	Lucy Sheffield
HM Naval Base	Roger Davies
Isle of Wight Council	x
Natural England	Dylan Todd Sarah Wiggins
New Forest District Council	x
New Forest National Park Authority	x
Portsmouth City Council	Mike Allgrove
Solent Protection Society	Alan Inder
Southampton City Council	Rob Crighton
Associated British Ports	Ron Hancock
Non Steering group	
ABPmer	Tracey Hewett
Chichester District Council	Alison Smart
Emu Limited	Manue Hooper-Bue
Hants & Wight Trust for Maritime Archaeology	Gary Momber
Langstone Harbour Office	Nigel Jardine
Marina Developments LTD	Emma Beagley
Portsmouth Outdoor Centre	Paul Rivington
Portsmouth Commercial Port	Rupert Taylor
River Hamble Harbour Authority	David Evans
RYA	Kate Moore
RYA Southern Committee	Bob Russell
Southern Water	David Bone
Non Members	
SEEDA	Julia Pearson