

# **Business Planning 2015-2020**

## **Working Meeting Report**

### **Introduction**

A working group meeting was held on 14<sup>th</sup> May and chaired by Jackie Mellan from the Environment Agency. The agenda for the meeting can be found in Appendix A.

The meeting was attended by 18 members. Members were split into 3 facilitated groups in order to help plan for the 2015 – 20 Business Plan period. Please see Appendix B for a list of those that attended and Appendix C for the prompting questions which were used for the group work.

The information generated from this meeting and the preceding members questionnaire will form the basis on the next Business Plan, and a draft will be submitted to the Solent Forum Steering Group for discussion on 25<sup>th</sup> June 2015.

### **Evaluation of Feedback**

#### **Aims and Objectives**

The members survey completed by 19 Solent Forum members showed that almost all respondents felt the aims and objectives of the Solent Forum remained valid. Some 40% of respondents suggested additional aims and objectives. The Business Planning working meeting, teased out the possibility of changing the aims and objectives, however one group does not wish for any changes.

The detail on suggested changes can be seen below. Two of the groups felt that the word sustainable should be included.

There did seem to be some interest amongst the whole working group in including a vision. The Forum to date have been using a strapline entitled "Working in partnership for the future"

#### **Solent Forum's 25<sup>th</sup> Anniversary**

Each group was enthusiastic about celebrating the anniversary. There was real consensus about running a conference, with wide sector appeal (not just science). That it should have national appeal, sponsored, and promote the work of coastal fora whilst looking to the future.

A boat trip around Portsmouth Harbour was favoured, as another event. This could include a meal/celebration afterwards.

### **Operational Structure**

There was general acceptance of the Forum's operational structure. Suggestions were made to: Improve communications on projects, use of on-line surveys and suggestions on targeting new members.

The members' survey also showed high satisfaction on this. Within this there had been some suggestion to have a more formalised procedure for project management incl. Project assessment procedures (as mentioned in the group work), linking of projects to benefits and SF aims, and project closure systems including review and dissemination.

### **Solent Forum Groups**

A general feeling that groups should only be established if there is a business need. The Members' Survey had shown that the majority felt that new groups were not required.

Despite the above, some consensus about having a Marine Business Group. Also a group looking at the issues around MCZs and recreational pressure.

### **Solent Forum Projects**

Despite the Members' Survey results showing that the majority of members did not seek projects, the meeting showed that attendees understood the need for the Solent Forum to run projects. Some suggestions were made on how projects should be assessed and many project ideas explored (these are all shown below).

### **Resources and Staffing**

There were few comments on this. Some suggestion that members should be clearly shown the options of running the SF on solely core activities, and the affect on income and thus staffing against the options of having to bring in projects to maintain staffing levels.

## **Group 1 Summary of Discussion**

### **Aims and Objectives**

This group suggested creating a vision for the Solent as well as changes to the aims and objectives (there was some suggestion that aim 2 could be an objective).

#### Solent Forum Aims

- To facilitate ~~and support delivery of more~~ integrated planning and sustainable management of the Solent
- To ~~assist work collaboratively with and support delivery to achieve~~ Solent stakeholders ~~in carrying out their functions~~ objectives
- To provide a broadly based consultative forum

#### Solent Forum Objectives

- To raise awareness and understanding of the members' roles and aspirations
- To improve ~~access to the~~ sharing of the information base
- To facilitate better communication, consultation and liaison;
- To raise awareness and understanding of the human and natural changes likely to materially affect the Solent area and its interests;
- To promote the national and regional importance of the Solent

### **Solent Forum's 25<sup>th</sup> Anniversary**

The group did feel that the key part of the celebration would be a conference, although broader than just science and cover all sectors. In particular it should promote the work of the Forum nationally and look at past successes as well as look to the future. They suggested charging (to non-members) and polling in advance what themes to be covered.

### **Operational Structure of the Forum**

Review dissemination methods - twitter, facebook, etc. - modernise approaches. The setting up of social media - start up costs to be included in a project, but consideration of maintenance of these social media needs to be factored in to delivery of core costs

Use online surveys rather than emailed attachments - all these not to replace face to face advocacy

### **Solent Forum Groups**

Establish or maintain groups if there is a business need, not for the sake of having a theme group. Forum to have closer ties to LEP and industry/business - need to demonstrate benefits to them for their subs/sponsorship.

Requirement for task and finish groups to deliver projects. Potential T&F group(s) for

- a) Marine planning - implementation of the Marine Plan,
- b) MCZs - dissemination of information, process, environmental and economic impacts of designating site(s), identifying/implementation/impact/monitoring of management measures
- c) WFD and MFSD
- d) beneficial use of dredgings - barriers to wider implementation, opportunities of approach

## **Solent Forum Projects**

General need for the Forum to improve dissemination of info from projects and raise awareness of opportunities to Members, etc. If 63% of respondents not to pursue projects - need to explore further why - do these members feel disengaged, projects not relevant, not beneficial, costs, not involved?

Benefit to Member of being member of the Forum is the delivery of activities, or improved outreach and PR - these values are damage avoided - difficult to quantify value but member organisations may need to demonstrate and qualify/quantify how they benefit from being involved with the Forum

Define criteria for project selection - or if already defined, more clearly state or reiterate the criteria and rationale for project's being selected. Design a decision tree for selection. ID funding sources and amounts, define the deliverables, identify beneficiaries. SF officers and Steering group to assess these, and/or consider whether members also included in decision making process.

Project ideas (linked to the key issues identified)

- partnership funding for flood and coastal erosion risk management potential linkage with Coastal Group/SCOPAC?

Definite interest in providing events - identify challenges and opportunities, forward looking explore doing more outreach, education potentially schools 'next generation' events for broader public and stakeholders as well as for Members tie in with career events with unis/industries

## **Resources and Staffing**

Rather than employ an external funding officer, explore opportunities to 'buy' some time from other Member organisations to explore funding options e.g Interreg. There was some comment on how much resource it takes to put an Interreg bid together and then admin and reporting - again some organisations may be able to assist if their time is covered.

State range of options, costs and implications if the Forum only delivered core  
core plus 1 project  
plus many projects - staffing levels, inhouse capability and capacity

## **Group 2 Summary of Discussion**

### **Aims and Objectives**

This group did not wish for changes to be made to the Solent Forum objectives, although grammatically it felt that “more” should be dropped from Aim 1. It discussed some of the suggestions made in the members’ survey to expressly support sustainable development and management, but felt that this meant nothing and that the aims and objectives were well thought out already. It also felt that it was unrealistic to expect that the Forum supported delivery.

- To facilitate ~~more~~-integrated planning and management of the Solent

### **Solent Forum’s 25<sup>th</sup> Anniversary**

The group were keen on a range of celebrations for the anniversary.

They were keen on a conference but wanted it to be broader than just science. UoP and ABP offered to potentially host.

Also keen on a tour of the Solent with dinner at the end. Could include a guest speaker. Some awards. Celebration of then and now.

### **Operational Structure**

No comment

### **Solent Forum Groups**

Interested in setting up a Recreation Group. This could explore relationships with marine spatial planning, MCZs, impacts on SPAs and coastal access (being rolled out by NE). Invite RYA, MDL, Premier (look at their Business Plans), include Gree Blue (Dan Reading). Consider Ben Ainsley (Contact Susie Thompson)

Also a Business Group perhaps called the Blue Economy Group. Talk to the Solent LEP (Marc Griffin). NFNPA stated that they were good at engaging on economic development terrestrially but not on marine. May coastal areas were actual drivers to the local economy. ABP and the LEP volunteered to consider being part of a small project development group.

### **Solent Forum Projects**

Ideas:

- Projects that provide evidence/solutions in impacts on Solent
- Consents Guide update
- Sea level rise/coastal squeeze – working in partnership for solutions

- 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.
- Renewable energy – Navitus decision will be made in the Autumn
- Helping LAs with their duty to cooperate – sub-Solent infrastructure
- 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

### **Resources and Staffing**

No comment

## **Group 3 Summary of Discussion**

### **Aims and Objectives**

This group suggested one change to aim 1.

- To ~~facilitate more~~promote integrated planning and encourage sustainable management of the Solent

### **Solent Forum's 25<sup>th</sup> Anniversary**

Two events were suggested. A wide scale Solent Conference to pull in the wider Solent Community as well as members and help publicise the Forum. Use a topical issue as a 'hook' for the media. A second event for members after a Forum meeting – boat trip around Portsmouth Harbour offered by NR. There will be a SF meeting in Portsmouth in March 2016. SPS could support the conference financially and have money to spend – Jeremy Clark. Look at Coastal Futures format to see what the conference could cover. Don't just do presentations, look at different event formats.

### **Operational Structure**

Must always operate so as to maintain neutrality.

Members – target big Solent businesses that should be represented in their own right like Esso, Carnival UK and Hanson Aggregates, smaller business we will have to access through their trade associations like BMF. Should we have members that are in the Solent river catchments and impact on the Solent like sewage companies?

### **Solent Forum Groups**

SF should have list of all existing Solent groups and their terms of reference, make sure SF staff sit on appropriate ones. Do not create new groups unless there is nothing already there. SF should be on other appropriate groups such as Blue Marine oyster group.

### **Solent Forum Projects**

The drive in the Solent at the moment is the 'growth agenda' in marine sector and advanced manufacturing – this is where the money is. Projects should be issue led, facilitating shared solutions based on the delivery of statutory functions. If projects are not linked to stat functions you are unlikely to get funding or staff support in today's climate.

State of the Solent – either scrap it or make sure it is updated at least every 5 years. Useful for policy work and getting context of what is happening generally in the Solent.

### **Resources and Staffing**

No comment really, just make sure staff can deliver outputs regularly to justify income.

## **Appendix A**

### **Attendees**

#### **Group 1 (facilitated by Jackie Mellan EA)**

Dave Rumble	HiWT
David Bone	Southern Water
Andy Colenutt	NFDC/CCO
Amanda Beable	HCC
Stephen Hull	ABPmer
Hilary Crane	NE

#### **Group 2 (facilitated by Karen McHugh)**

Jonathan Potts	University of Portsmouth
Marc Griffin	Solent LEP
Sam Foulds	SCC
Ian Barker	NFNPA
Jenny Jakeways	IWC
Sue Simmonite	ABP

#### **Group 3 (facilitated by Kate Ansell)**

Tim Ferrero	HiWT
Vicky Piper	PCC
Jeremy Clark	SPS
Alan Williams	HCC
Nick Randell	QHM

## Appendix B

### Agenda

**SOLENT FORUM  
BUSINESS PLANNING MEETING**  
Hampshire County Council  
The Castle  
Winchester  
Please come to Reception at E11 Court West  
**14<sup>th</sup> May 2015**  
**Commencing at 10am**  
Chaired by: Jackie Mellan

**Refreshments available from 9.45pm**

#### **1. Chairperson's welcome and introduction**

#### **2. Business Planning Methodology and Review of Previous Business Plan**

Solent Forum Officers will explain the process they are following to produce the next Solent Forum Business Plan 2015 – 2020, and present the review of the previous business plan.

#### **3. Presentation of Members' Survey**

Solent Forum Officers present the results of the 2015 Members' Survey

#### **4. Solent Forum Business Planning**

A number of smaller groups will be set-up to participate in business planning. The results of the recent members survey will be presented in four sections. For each section a series of questions (see Business Planning Prompting Questions) will be posed to help each group prioritise the results and set outcomes. The groups will be asked to feedback the results at the end so that outcomes can be drafted into a new Business Plan.

**Close 13.00.**

**LUNCH**

**Documents to refer to:**

- **Members' Report**
- **Business Planning prompting questions**

## Appendix C

### Business Planning Prompting Questions

#### Planning 2015 - 2020

##### Prompting Questions for Working Group

###### Aims and Objectives

1. The majority of Solent Forum members stated that they did not require further aims or objectives. Some suggestions were however made.
2. Do you believe that Aim 1 below should include some reference to sustainable development:
  - To facilitate more integrated planning and management of the Solent,
3. Do you believe that Aim 1 below should include following changes:
  - To facilitate more Supports delivery of integrated planning and management of the Solent,
4. What ideas do you suggest we follow-up on for the celebration of the Solent Forum's 25<sup>th</sup> birthday in 2017
  - A broad-spectrum conference on Solent issues – past successes, ongoing work and future challenges (the next 25 years) (include exhibition). Could be linked to a Solent Science Conference – see later
  - Promote examples of Solent Forum's achievements and contributions to projects e.g. Solent Disturbance and Mitigation Project, Marine Consents Guide and relative consistency and low turnover of staff (i.e. has enabled good continuity).
  - Trips/party ie: Boat trip around Solent, meal aboard Warrior, champagne top of Spinnaker Tower
  - Award would be appropriate marking a contribution to (Could link to Mike Clark Award)
  - 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.

## Operational Structure

1. Should the Solent Forum resurrect the Recreation Group and what projects should it run? How would it be financed?
2. Are there any further groups that should be set-up? ie: Resurrect the Water Quality Group; set-up a group to respond to pressures in the Solent.

## Planning the work programme

1. The majority of respondents to the Members' Survey felt that the Forum should not run any new projects and were very happy with the core service. Do you have anything to suggest about core services.
2. Despite the above, it is necessary that it does to bring in enough income to support the organisation. What should be the next SF flagship projects?

The usefulness of projects ranked by members' were as follows:

Sustainable development	<b>1.4</b>
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 & landuse	2.1
Fish & Aquaculture	2.1
CCATCH	2.4
Marine business	2.4

Key issues expressed in the Members' Survey were as follows:

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 around Marine Spatial Planning and other related legislation/multi use of water	4
Lack of budgets/Government resource	4

Specific Projects ideas:

- Diffuse pollution.
- Litter and plastics in the marine environment

- An overarching vision which tries to join together some of the different strands. It will need widespread support and could identify key issues and gaps which strategic activity promoted by the Solent Forum could fill. The University is interested and can contribute to such a broad agenda
  - Solent Seaview should be in the plan.
  - Need a study improving fisheries
  - Minimise effects of aggregate extraction and depositing dredged spoil
  - deliver an appraisal of the Ecosystem Services provided within the Solent and generate concrete, costed, examples of Paid Ecosystem Services whereby beneficiaries can payback to custodians for sustainable management of these ecosystems and procurement of services
  - On-line forum for exchange of information
  - Work on recreational evidence and assessing effectiveness of management measures on MPAs
  - Longer term impact of public sector resource cuts on our coastal environment and economy - work with the LGA
3. To what extent should the SF organise conferences and events? If so, what subject areas? Should the Solent Forum run a Science Conference in 2017 to mark its 25<sup>th</sup> birthday

### Resources

1. Any suggestions that you would like to make about Solent Forum staffing and resources. The members' Survey did not indicate that there needed to be any actions on this.

### **OVERALL**

1. What further suggestions can you make to help the Forum plan for the next 3 years?

The following ideas came from the Members' Survey.

- There is a need to encourage membership from more commercial organisations, it is appreciated that due to operational commitments, members may need to introduce particular arrangements for participating in Solent Forum matters.

- To put forward to the MMO the interests of Solent Forum members and to encourage the MMO to have uncomplicated procedures for marine planning and licensing
- If possible, (for example under Seaview 2027 Pilot), enable the referencing to completed projects (e.g. State of the Solent 2010 Review). Otherwise it can be hard to understand how completed projects/products may be used.
- The need to identify and source external funding.
- More IOW based workshops
- Sustainable management of many of the issues impacting the quality of the Solent rely on a fruitful working relationship between those that exploit, control, study and manage the shared resource. Solent Forum is in a unique position as neutral broker between these interest groups, as well as being host for quality projects with high impact. We would like SF to boldly continue in this work in future.