



## **Solent Forum Business Plan 2025 – 2030**



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## 1 Foreword

Thank you to everyone who has helped to put this Business Plan together with your comments, ideas and thoughts about the future. Solent Forum is an important partnership, and the outcome of the collaboration is that we have a business plan that reflects the needs of the Solent while also acknowledging that we may find challenging times for funding ahead. Most importantly though, I must thank Karen and Kate for all their work in putting the Business Plan together and the work they did on ensuring that everyone had the opportunity to have an input.



While the future may hold uncertainties on financing, there are also extremely important things to be optimistic about. The new government has made the same commitments as the previous administration to seeking restoration of the environment and they understand that finance will need to be found if this is to happen. There are also important initiatives such as Biodiversity Net Gain and other funding opportunities which will make a difference, and we are already seeing this with several restoration activities including the Solent Seascape project and there will undoubtedly be more.

At present we are not entirely sure how we will meet the financial challenges of the future, but this Business Plan sets out the incredibly diverse work which we will continue to undertake, and we know that we will still be able to deliver this with reduced staff time. Therefore, I am confident that with the efforts of everyone involved and with the continued support and positive action from members, we will have a healthy future and that we have a clear plan for the next five years.

I have been Chair of Solent Forum for ten years (a statistic which shocked me when I realised how long this had been) and I have thoroughly enjoyed the post. It has been a real pleasure to meet so many of you and the members' meeting have always amazed and impressed me by showing how much is going on in the Solent, to ensure it has a sustainable future with an ever-improving environment. I said that I would stay on as chair until the Business Plan was finalised, and that we had a clear understanding about how the Forum would be staffed and how it would meet its duties. I know that this Business Plan sets that out well and I will therefore be retiring from the post of Chair in March 2025, and I wish my successor, Phil Horton, the RYA's Sustainability Manager, the very best of wishes. He inherits a sound Business Plan and fantastic staff.

With best wishes

Peter Barham MBE.

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

## 2 Executive Summary

The Solent Forum has a five-year business planning cycle, and this plan covers the period from 2025 to 2030. It sets the direction of the work programme for the Forum and any specific emphasis required. It is supplemented by the Forum's annual reports that detail successes and achievements each year.

The business planning process included a review of the previous business planning period which found that the Forum had been very successful, fully achieving its core services, as well as being involved in a large range of external projects. This review was underpinned by a Members' Survey conducted in July 2024, which revealed a high level of positivity for the Forum.

Members are clear about what they value in the Solent Forum. The most important services include the in person bi-annual members meetings followed by the news service and website resources. The Solent Marine Sites Scheme of Management (and associated Natural Environment Group) are also highly valued.

This plan is predicated on consolidating the staff resources that the Forum will have over this five-year period to ensure a balanced budget. The Forum will still offer a full range of the most highly valued services to our members including:

- Members Meetings
- Solent News service and Solent Information Database
- Solent Forum website and Information Hubs
- Solent Marine Sites scheme of management/the Natural Environment Group

We will continue to list key areas of interest and concerns in our annual Horizon Scanning and prioritisation. This exercise also focuses on partnerships, reflecting that the coastal and marine community need to work together to meet the challenges of integrating management for the socio-economic and environmental sectors that the Forum's members cover.

Our Horizon Scanning has highlighted that the Government's 25 Year Environment Plan will continue to shape national coastal and marine policy. The review of the Environmental Improvement Plan seeks to deliver ambitious targets to save nature, including those on water, circular economy and air quality as well as delivering against the target to halt the decline in species abundance by 2030.

Guiding principles for the Forum's involvement in external projects have also been set out in this Plan. Project involvement will be reviewed annually against the staff resource available and updates will be published in the Annual Reports.



*Titchfield Haven, © Hampshire County Council*



### 3 Business Plan Methodology

The Solent Forum has a five-year business planning cycle, this plan covers the period from 2025 to 2030. It sets the direction of the work programme for the Forum and any specific emphasis required.

In July 2024, towards the end of the five-year period for the last Business Plan (2020 to 2025), a [review](#) was conducted. In summary, it found that the Forum had fully achieved its core services, as well as being successfully involved in a broad range of external projects.

This Business Plan has been built upon the views of the Forum’s members and has been guided by the Solent Forum Steering Group. In July 2024, an on-line survey of members was conducted and nineteen out of fifty-eight members responded. At the October 2024 members meeting, an opportunity was provided for members to further feed into the plan development.

Full details of the business planning process can be found on the [business plan section of the Forum’s website](#).



*Top: Yarmouth © Yarmouth Harbour Commissioners.  
Bottom: Chichester Harbour © Chichester Harbour Conservancy*

## 4 How we Operate

### 4.1 What we do

As an independent long established and recognised coastal partnership with a politically neutral status, the Solent Forum is well placed to provide a platform for cross-sectoral coastal and marine partnership working. Our stakeholder lists contain over 300 individuals from a wide variety of organisations with an interest in the Solent.

The [aims and objectives](#) of the Forum were originally set out at its inaugural meeting in December 1992. These aims have been refined over the years, although they remain the same in spirit.

The Forum's website provides [information on the benefits](#) of the Forum and a brochure is available to show these benefits.

### 4.2 Geographical area

The area covered by the Forum is the whole of the Solent (Figure 1), including Southampton Water and the three main harbours of Portsmouth, Langstone and Chichester. The western limit is the Dorset and Hampshire County boundary and the Needles. The eastern limit is a line between the eastern tip of the Isle of Wight and Selsey Bill. No specific inland boundary is defined, to account for the terrestrial drivers that impact on the Solent, however the Forum focuses on coastal and marine issues.



Figure 1. Geographical area covered by the Solent Forum

### 4.3 Our organisational model

The Solent Forum is an *Unincorporated Association* set-up by Hampshire County Council in 1992. It runs as an organisation service-based model and its income is derived from membership contributions and external project work. During the last business plan period, the Forum analysed the different organisation types available to it and their suitability. It was concluded by the Steering Group that the current type of organisation is the best option.

The Forum has a [constitution](#), is politically neutral and has an independent Chair. The Solent Forum Steering Group sets the work programme, allocates the budget and appoints the Chair. The Solent Forum host, Hampshire County Council, is responsible for proper financial control including auditing.

### 4.4 Our members

Forum members are drawn from a range of organisations such as local government, harbour authorities, business, industry, user groups, trade associations and non-governmental organisations. The Forum is not open to individuals, local residents' associations or issue specific lobby groups. Members interests cover the environmental, social and economic interests of the Solent coastal and marine area. Since its inception in 1992, Forum membership has grown from a handful of organisations to 100's of individuals representing 58 organisations; the [full list of members](#) can be seen on the Forum website.

Table 1 shows the profile of Forum members by income contribution, it highlights that a high proportion of members are from local government and harbour authorities. There is an opportunity for the Solent Forum to attract more business members.

Table 1. Profile of Solent Forum Membership income in 2024/25	%
Local Government	52
Harbour Authorities	15
Government Agency/IFCA	13
Consultancies/Business	8
Protecting environment not for profit	7
Universities	5

### 4.5 Our steering group

The Solent Forum Steering Group steer the Solent Forum officers' work and advise on external project involvement. There are nine Steering Group members and two Associate members (covering the academic and coastal recreation sectors) an independent chair and vice-chair. The current Chair was recruited in 2014 and a new Chair will be appointed in March 2025. This Chair will serve a minimum of three years.

### 4.6 Our annual reporting

The detail on the Forum's work on its core services, groups and projects is set out in our annual work programme and [annual reports](#).

## 5 Measuring Success and Planning for the Future

### 5.1 How successful have we been over the last 5 years?

A full [review of the previous business plan](#) is available on the Forum's website. A summary of achievements are as follows:

- The Solent Forum enjoyed a successful period between 2020 and 2025 during which it achieved all its core work programme and an was involved in an unprecedented number of projects (11) many of which brought in income.
- The Forum increased its membership base from 51 to 58 members. Members' meetings have been increasingly popular and well attended, with up to sixty attending.
- The Forum introduced annual Horizon Scanning; this has been a useful tool to identify emerging issues and opportunities, and how members can work together in a fast-changing environment.
- The Forum works closely with the Solent Seascape Project and chairs the Seascape Recovery Plan Working Group. This plan aligns closely with the work of the Natural Environment Group, and it is anticipated that the Forum will focus on this work until 2028.

**Table 2. Solent Forum projects and events delivered in 2020 – 2025**

EVENTS	
<a href="#">Solent Water Quality and Boating workshop</a>	Held in partnership with the Environment Agency and Natural England in Autumn 2020.
<a href="#">Solent Nature Recovery</a>	Coast and marine LNRS workshop held in January 2024.
<a href="#">Biosecurity Planning in the Solent</a>	Six workshops held from Jan to July 2023.
PROJECTS and WORKSTREAMS	
<a href="#">Building Biodiversity in the Solent Hub</a>	Resource hub on building biodiversity into marine infrastructure. The Forum continues to collate and share further knowledge on this topic.
<a href="#">Beneficial Use of Dredgings (BUDS) Solent</a>	BuDS Solent was a multi-phase project and has culminated with an application for bottom placement of dredgings at Lymington, including preparation of a MMO Marine Licence. A Disposal Site Characterisation Assessment was prepared and a Marine Licence submitted. The MMO were unable to consent to the application, the reasons being that they require a managing agent, and that each donor site would need to be consented separately so the application was withdrawn. The BuDS Project Group continues to explore how to take forward this work in the Solent.
<a href="#">Coastal Consents Guide</a>	We continue to update this Guide when new relevant material is published.
<a href="#">Clean Solent Shores and Seas</a>	The CSSS hub collates and shares information on a range of topics covering Solent water quality.



<a href="#">Habitat Restoration hub</a>	Collation and sharing of information on habitat restoration.
Solent Plastics Pollution hub (SPP) <a href="#">Website</a> and <a href="#">Facebook</a> page.	SPP collates and publicises work on reducing litter and preventing plastic pollution in the Solent. We are now in the legacy phase of this project and we will continue to update the project website and Facebook page until 2026.
Coastal Partnership Network (CPN) Theory of Change Project <a href="#">Championing Coastal Coordination (3Cs)</a>	Assisted the CPN in its aim to support Coastal Partnerships in their work and development and achieve recognition as the 'go to network' for coastal collaboration. Completed 2020. Led by the national CPN this reviewed the future direction of coastal partnerships to help develop a National Framework to support coastal partnerships in the future. The Solent Forum was part of a south coast consortium including The Dorset Coast Forum and Isle of Wight Estuaries Partnership. Completed March 2022.
<a href="#">Solent Biosecurity Planning</a>	This raised awareness of marine invasive species amongst Solent stakeholders to help them adopt biosecurity measures. Workshops were held throughout the Solent and a biosecurity web hub launched in October 2023.
<a href="#">Solent to Sussex Bay Seascape Restoration Inventory</a>	Work with the University of Portsmouth to raise awareness and encourage partnership working on habitat restoration. Project completed 2023.
<a href="#">Solent Seascape Project</a>	A Blue Marine Foundation led partnership project to restore and reconnect seagrass meadows, oyster reefs, saltmarsh and seabird nesting habitat over five years (2023 to 2028). Solent Forum is a member of the project Steering Group and chair of the Recovery Plan Working Group.
<a href="#">Itchen Plastic Partnership</a>	First phase of the project reported on all uncontrolled plastics which have the potential for entering the river Itchen. A Steering Group was set up to manage the report recommendations. Solent Forum are part of the steering group. Project ongoing.
<a href="#">Solent Nature Recovery</a>	To ensure that coast and marine are embedded in the developing Local Nature Recovery Strategies (LNRS) for Hampshire, Isle of Wight and West Sussex. The first iteration of LNRS' is expected to be submitted to Defra in early 2025. The Forum facilitated the coast and marine aspects with the Responsible Authorities. A stakeholder workshop was held in January 2024.
<a href="#">Sea the Value</a>	This project looked at how communities and organisations engage in mapping values and trade-offs, and co-developing green investments for marine biodiversity. The Solent is one of two project field sites and we will be supporting the project team until 2025.

## 5.2 What do our members think?

This Business Plan has been built upon the views of the Forum's members. In July 2024, an on-line survey of members was conducted and 19 of 58 members responded. The full results of the [members Survey 2024](#) can be found on the Business Planning webpages.

In October 2024, the Forum presented the Members' Survey Report and gave members' a further opportunity to shape the Business Plan. The meeting was well attended with forty-five members represented.

The members' survey revealed a high level of positivity, they are all happy with:

- The Forum's aims and objectives
- The frequency, format and content of the Members Meetings
- The frequency, format and content of the Steering Group Meetings
- The frequency, format and content of the Solent Marine Sites and Natural Environment Group meetings
- All believe the Forum offers value for money

Most members surveyed stated that they hoped to remain financially committed to the Forum in the next five years.

#### **How Members Value the Solent Forum – Quotes from Solent Forum members**

- *Very valuable opportunity to network face to face with colleagues - a lot of which has been lost since pandemic lock down.*
- *Achieves a large amount with the available resources. Longevity, consistency and providing a source of information and network of experience to assist new or developing projects.*
- *Excellent, informative events, best place for Solent networking.*
- *Forum staff know everyone in the Solent, and everything going on in all sectors. They are incredibly helpful, driven, and resourceful. A truly valuable resource for Hampshire and the Isle of Wight which each rely on their coastlines and marine space for a myriad of reasons including recreation, the economy, wellbeing, tourism and many more.*
- *The team does a fantastic job and should be commended for all the hard work over the 30 years.*
- *A very important and worthwhile Forum - thank you to the hard working staff for their diligence and determination.*
- *I would agree that as a small business it is a cost effective way of remaining engaged with activities within the Solent.*
- *The Solent Forum does all of the strategic work and pulls together all of the information, opportunities that individual LPAs or officers could never have the time to do.*
- *Provides a comprehensive source of information and an opportunity to network with other Solent based organisations.*

Source: Solent Forum members survey, 2024

Our members were clear in the survey about what services they value in the Solent Forum. Table 3 shows what is seen as essential, important and desirable. The most important services include the bi-annual members meetings followed by the news service and website resources. Most agreed that the website should remain open access.

Table 3 – Solent Forum members view on core services

Solent Forum Core Services	Ranking of Importance to Members
<b>Essential</b>	
Solent Forum in person bi-annual members meetings	1
Solent News service (monthly news and bi-annual newsletter)	2
Resources on the Forum website	3
Horizon scanning	4
Solent Marine Sites Scheme of Management	5
<b>Important</b>	
Solent Information database	6
Supporting members with project work	7
<b>Desirable</b>	
Prof. Mike Clark Bursary Award	8
Annual Student Placement	9
Solent Bathing Water Quality Awards	10
<i>Source: Solent Forum Members' Survey 2024</i>	

### 5.3 What is on the horizon?

Each year the Solent Forum produces a [report](#) on what is on the horizon based on a members survey. This Horizon Scanning process helps the Forum identify what the key issues are to members, [partnership working opportunities](#) and [research needs in the Solent](#).

Horizon Scanning has highlighted that the Government's 25 Year Environment Plan will continue to shape national coastal and marine policy, and that the review of the Environmental Improvement Plan will deliver ambitious targets to save nature, including those on water, circular economy and air quality as well as delivering against the target to halt the decline in species abundance by 2030.



*Beaulieu River, © Beaulieu River Management*

## 6 The Services we will Offer in this Plan Period

### 6.1 Overview

This Business Plan for 2025 to 2030 sets both the broad work areas and work programme for the Forum, its groups and events.

The plan for the next five years is predicated on consolidating staff resources. Section 7.0 sets out how the Solent Forum can achieve a balanced budget over the next five years, whilst still offering the most important member services as illustrated in Table 3.

### 6.2 Our core work areas

Table 4 sets out the Solent Forum core work areas for the plan period. This staff resource is allocated based on members' views and what they value as most important. It shows that the Solent Forum can offer a full range of services of value to members over the next 5 years.

**Table 4 - Solent Forum core work areas for the 2025-2030 plan period**

Services
Members Meetings
Solent News service and Solent Information Database
Developing the Forum website and Information Hubs
Solent Marine Sites scheme of management/the Natural Environment Group
Supporting members with project work
Horizon Scanning and Annual Reporting
<i>Source: Solent Forum Members' Survey 2024</i>



Southampton Water, © ABP Southampton



Table 5 sets out the more detailed work programme for the plan period and how services are linked to the Solent Forum's objectives.

<b>Table 5. Solent Forum work programme measured against its objectives</b>	
<b>Category</b>	<b>Measurement</b>
<b>Overarching - The Solent Forum needs to remain fit for purpose and to ensure that its business develops to ensure its long-term viability</b>	
Monitor and Review Work Programme, Business Plan, finances and constitution.	Bi-annual Steering Group Meetings. Horizon Scanning and 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.
<b>Objective 1 - Raise awareness and understanding of the members' roles and aspirations</b>	
Hold regular Solent Forum meeting to bring to members' attention coastal and marine issues.	Two Steering Group meetings and two members meetings per annum. Views of members sought and followed.
Publish biannual Solent News and maintain the news service.	Solent News published twice per annum, monthly e-mail newsletter.
Maintain and develop the Solent Forum website.	Website maintenance and updating.
<b>Objective 2 - Improve sharing of the information base</b>	
Maintain databases of information as directed by members.	Website maintenance work. Solent Information Database (SID) updates.
Publish and share information/reports from our members	Solent News Service. Solent Forum Website.
<b>Objective 3 - To facilitate better communication, consultation and liaison</b>	
Continue to offer and provide a mechanism for networking, communicating to and consulting with Solent Forum members.	Two Steering Group meetings and two members meetings per annum. Views sought and followed on. Solent News service.
<b>Objective 4 - To raise awareness and understanding of the human and natural changes likely to materially affect the Solent area and its interests</b>	
Bring to members' attention the potential changes that may affect the Solent.	Raised at Steering Group meetings. Members Meeting presentations and hot topics. Solent Marine Sites scheme of management/ the Natural Environment Group.
<b>Objective 5 - To promote the national and regional importance of the Solent in policy, development and plan making</b>	
Continue to provide a structure for discussion and coordinated action for sustainable development and integrated coastal management in the Solent.	Solent Forum meetings, presentations and projects as directed by the Steering Group. Supporting members with project work.

Table 5. Solent Forum work programme measured against its objectives	
Solent Forum staff to maintain relationships with Solent and relevant regional and national organisations to foster understanding of coastal management issues.	Networking with key local, national and regional organisations. Membership of the CPN and the EMS Officers Working Group.
<b>Objective 6 - To raise awareness and understanding of the impacts of Climate Change on the Solent and appropriate mitigation, resilience and adaptation measures</b>	
Bring to members' attention climate change issues that may affect the Solent.	Members meeting presentations and hot topics.

### 6.3 Our serviced groups

The standing Solent Forum serviced groups which will operate for this Business Plan period are shown in Table 6. These groups are independently financed, and pay for Solent Forum staff time, and each has been successfully run throughout the last business plan period. They have their own management group, terms of reference and Chair.

Table 6. Solent Forum Serviced Groups	
Group	Objective
<a href="#">Solent Marine Sites (SEMS)</a>	<p>The Solent relevant authorities are signed up to a management scheme for the Solent Marine Sites (SEMS), this includes an annual survey, meeting and Management Report.</p> <p>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 for non-licensable activities. The Solent Forum is the facilitating body for SEMS.</p>
<a href="#">Natural Environment Group (NEG)</a>	NEG is a subgroup of SEMS and works primarily to improve the information base and recommend improved management measures to enable the SEMS sites to achieve favourable condition. It provides a cost-effective mechanism to direct, coordinate, and facilitate the delivery of actions.

### 6.4 Supporting members with projects

The Forum has time allocated to support its members with their project work. Section 7.3 details our guidelines for Solent Forum external project involvement, setting out what is available to members through their membership fee and what is charged additionally.

We identify key issues of interest following our Horizon Scanning and prioritisation. These issues highlight the future project needs for Solent Forum members. Future project involvement will be reviewed annually against staff resource available, and details will be set out in the Annual Report. At the beginning of the business plan period, it is anticipated that the Forum will continue to work on the following projects carried over from the last business plan cycle: the Solent Seascape Project, Solent Plastics Pollution Hub, Itchen Preventing Plastics Pollution Partnership, and Sea the Value.

## 7 Managing Our Resources

### 7.1 Income and expenditure

The Solent Forum derives its main income from members' annual subscriptions. Each year subscriptions are increased based on the Consumer Price Index from the previous year. The Solent Forum membership number currently stands at fifty-eight and has grown modestly in recent years from forty-nine five years ago.

Members pay an annual subscription based on the size of their organisation or business and whether they want a greater input into the Forum's work programme as a steering group member. The Forum receives significant in-kind support from members, particularly Hampshire County Council who have hosted it since 1992. Others provide facilities such as free rooms for Forum meetings and their expertise, information and publications free of charge.

In 2024/2025, ninety percent of the Solent Forum expenditure was accounted for by staff costs to cover the current 1.42 FTE. Annual income was around £90,000 and the majority of this (forty three percent) was from member subscriptions, followed by income from SEMS/NEG subgroups (twenty seven percent) and project income (seventeen percent). The Forum needs to achieve a balanced budget each year, thirteen percent had to be transferred from reserves to cover a shortfall in income in that year. This proportion is likely to be higher in future years as project income is not guaranteed. For this reason, the Solent Forum will be consolidating its staff resource for this business period as outlined in section 7.2.

### 7.2 Achieving a balanced budget

The previous operating model is not financially sustainable for this plan period, as the disparity between income and expenditure would continue to erode reserves to below critical levels (calculated as the cost of winding-up the organisation). In the past project income has helped to balance the budget, however this income would need to increase by at least thirty percent from current levels to fill the gap. Project income is not guaranteed despite the efforts of staff to secure it, and it is not realistic to expect the Forum to bring in the amount required to make up for future forecast losses.

The Steering Group have therefore agreed that the staff resource be consolidated so that the Forum can achieve a balanced budget. It also agreed that the minimum annual subscription to the Solent Forum should be raised to at least cover servicing costs.

By focusing on the most important services to members as set out in 6.2, this will enable the staff resource to be reduced from 1.42 FTE to 1 FTE for this Business Plan period. The work programme going forward has been scaled accordingly and ensures that the Forum can offer the full range of services most valued by members over the next five years. The reduction in resource will need to be met by increased efficiencies, economies of scale, use of AI, and moving to digital/on-line services by default. The Forum's Steering Group will carefully assess what projects are supported going forward and 'fit' with the staff resource available. The on-going support of members to retain the dynamic nature of the Forum will be more important than ever.

### 7.3 Guidelines for project involvement

Solent Forum members value the fact that staff can be involved in and support their external projects. This involvement is prioritised according to staff resources and direction from the Forum's

steering group. Core services are already prioritised over project work, but this approach will have to be more rigorously followed as staff resources are consolidated to 1 FTE. If the need and opportunity for involvement in external project work increases in future, and there is no adverse impact on the financial position, the Forum will look to increase staff capacity.

The Steering Group have agreed the following guiding principles for external project involvement.

1. The Forum will support Solent Forum members' projects via its core service where:
  - It furthers its [aims and objectives](#).
  - It does not compromise its standing as a politically neutral body.
  - Where the skills and resources are available, and deployment does not impact on the delivery of core services.
2. Staff time will be charged for additional work outside of the core service, e.g. preparing material, running events or ongoing chairing/facilitating. Time spent on clarifying the scope and requirements will be charged to the project.
3. The Forum will take a percentage management fee from the project total for all projects where it is asked to be the project lead/manager.
4. The Forum is an Unincorporated Association so cannot bid for project money directly, but it will assist members with their external project bids and write letters of support. It will seek to recover these costs if the bid is successful.
5. The Solent Forum Steering Group reserve the right to decide on which projects it will support and have discretion regarding charging. At minimum full cost recovery will be sought.
6. Hourly rates will be based on direct costs and all overheads as calculated annually. Staff charges are made in line with Hampshire County Council rates as the hosting body. Terms and conditions will be consistent with the governance, policies and procedures of the host authority/organisation. Roles and responsibilities, including for health and safety, in the commission need to be clearly defined.
7. Sub-contractors and/or sub-consultants will be appointed by the client and be responsible to the client.

These guiding principles will be regularly reviewed.

Four scenarios have been identified, see below, to illustrate how the Solent Forum would be involved with projects.



## **Project Funding Charging Scenarios**

### **Scenario 1 – Delivering local project work**

A government agency asks the Forum if it can help deliver a piece of work that has been identified as a need in the Solent. The Forum agrees as the agency is a Solent Forum member and the work fits in with its aims and objectives. As part of the membership fee Forum staff help to publicise the work via its news service, provide input to the project steering group, facilitate consultation with Solent Forum members and host the material on its website once finalised. Additional staff time would be charged for developing content and any attendance required at delivery events.

### **Scenario 2 – Event support**

A local authority asks the Forum to help organise and facilitate a coastal workshop. The Forum agrees as the authority is a Solent Forum member and the work fits in with its aims and objectives. Solent Forum staff help to publicise the event using its stakeholder contact lists, help to source speakers and a venue and provide facilitation services at the workshop. The local authority pays for the venue and catering costs and Solent Forum chairperson expenses (if requested).

### **Scenario 3 – Supporting research**

An academic institution is making a research bid that requires civic partners. The Forum agrees to assist as the institution is a Solent Forum member and the bid fits in with its aims and objectives. Forum staff provide guidance on the bid preparation, a letter of support and help with publicity via its news service. A staff charge will be made for any additional work that is required if the bid is successful.

### **Scenario 4 – Project management**

A large scale partnership project is proposed across the Solent that has been identified as a need by Solent Forum members. The Solent Forum agrees to project manage and charges a twenty percent management fee. Additional staff time is charged for deliverables and events that are outside of core project management.



*Round the Island Race © Wightlink*