



Humber Nature Partnership Business Plan 2020 - 2024



Industry and nature in harmony in one of Europe's great estuaries

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HUMBER NATURE PARTNERSHIP

BUSINESS PLAN 2020 - 2024

VISION

Humber Nature Partnership's vision is for the Humber to be a rich and resilient environment in which industry and nature coexist in harmony bringing benefits for wildlife, business and local communities.

PURPOSE

The Humber Nature Partnership works with its members to:

- Deliver the sustainable management of the Humber Estuary and its surroundings.
 - Increasing awareness and understanding of the Humber Estuary amongst the people and organisations around the estuary.
 - Identifying practical measures for the integration of biodiversity into commercial operations and to maximise opportunities for biodiversity gain alongside sustainable economic development.
 - Developing and implementing strategic solutions to the challenge of achieving sustainable development on the Humber.
- Be recognised as a champion for the environment and a model for best practice in partnership working.

1 INTRODUCTION

Humber Nature Partnership (HNP) is one of 47 LNPs around England announced by the Government during 2012. Formally established in November 2013, HNP builds upon the strong foundations of the Humber Management Scheme Partnership and Humber Industry Nature Conservation Association. These two organisations had a track record of delivering positive results for the environment stretching back to 2002.

HNP is a not-for-profit private company which works with its members to protect and enhance the Humber Estuary's world class environment for wildlife, the UK economy and local communities, gaining benefits for all. This business plan outlines how HNP will work with its members to achieve its vision.

2 PRIORITY WORK STREAMS

HNP's work can be broadly divided into four main areas. These are set out below.

i. An ecologically functioning estuary: meeting the requirements of the Habitats Regulations and the Water Framework Directive

The Humber is a globally important environmental asset. Key legislation drives action to protect and enhance the water environment and wildlife of the Estuary.

The Humber Management Scheme has been established to help those bodies with statutory duties under the Habitats Regulations to discharge these duties in a coordinated manner. An Action Plan has been developed which contains a series of targets and deadlines to be met in order to ensure the estuary meets 'favourable condition' status. HNP employs a Project Manager to oversee the delivery of the Humber Management Scheme.

The Water Framework Directive (WFD) aims to ensure that all ground, surface, tidal and estuarine waters achieve 'Good Ecological Status' or for heavily modified watercourses, such as the Humber, 'Good Ecological Potential'. In order to meet Good Ecological Potential, water bodies are assessed against a range of criteria which include but are not restricted to ecology, chemistry and hydromorphology. The Environment Agency is the Competent Authority responsible for securing the requirements of the Directive and is developing a suite of 'River Basin Management Plans' (RBMP) which set objectives and aim to ensure co-ordinated management at a river basin scale.

In 2014 HNP was awarded the status of Catchment Host under the Catchment Based Approach (CaBA) to the delivery of WFD. The actions needed for the Humber Estuary to meet 'Good Ecological Potential' under WFD align well with actions required to meet 'favourable conservation status under the Habitats Regulations and are incorporated within the Humber Management Scheme.

HNP's role is to assist in delivering coordinated action to ensure the various targets under both the Habitats Regulations and WFD are met and the water environment is improved.

Objective	Indicators	Timescale
The Humber is in 'Favourable Conservation Status' and 'Good ecological potential'	<ul style="list-style-type: none"> • No slippage in delivery of actions identified in the Humber Management Scheme Action Plan. • Natural England Designated Sites View condition status information • Environment Agency WFD water body status information indicates improvement in the water environment and that measures are being implemented. 	<ul style="list-style-type: none"> • Review annually at HERAG AGM • Reports to HERAG working group meetings and HNP Board meetings • Review annually at Catchment Partnership review meeting.
Coordination of work to meet 'Favourable	<ul style="list-style-type: none"> • Continued funding for HMS from Humber Relevant Authorities 	<ul style="list-style-type: none"> • Ongoing

condition' and 'Good ecological potential'	<ul style="list-style-type: none"> • HNP continues to act as the Catchment Host for the Humber Estuary • Hold an annual Catchment Partnership review meeting. • HNP attendance at Yorkshire Catchment Hub meetings. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing
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ii. Industry and nature in harmony: Providing services and delivering projects which benefit our members and enhance the Humber's environment

HNP provides a range of ecological services to its paying members. These services include:

- Scoping of ecological surveys and the interpretation of the results;
- Contributing to environmental impact assessments;
- Advising on the nature conservation aspects of applications for planning permission, discharge consents, Environmental Permits, and other types of permit;
- Assisting with development of schemes which meet requirements for delivery of biodiversity net gain.
- Assisting with the discharge of planning conditions concerning nature conservation and landscaping;
- Advising on the management of protected or other sensitive species found on industrial sites;
- Monitoring and advice on impacts on biodiversity during construction work;
- Identifying opportunities for the enhancement of biodiversity on industrial sites

HNP also seeks to identify, facilitate and / or deliver a range of projects which help to achieve the organisation's aims. HNP actively seeks involvement in both member and external projects where these help to deliver the organisation's aims. There is potential for some of this work to deliver financial benefits for HNP.

Examples of previous projects are:

- Development of a recreation management strategy
- Humber Hounds responsible dog ownership project
- Wader tracking pilot
- Replacement of Humber Management Scheme signs
- Burkinshaw's Covert Project

In some cases HNP has provided the funding necessary to implement the project, in other cases additional external or partnership funding has been secured.

Objective	Indicators	Timescale
Delivery of biodiversity enhancements on HNP's members' land	<ul style="list-style-type: none"> • Number of new projects on the management of protected species and habitats on industrial sites. • Development of case studies illustrating positive relationships 	<ul style="list-style-type: none"> • Ongoing • Complete 2 case studies per year

	<p>between industrial sites and biodiversity.</p> <ul style="list-style-type: none"> Percentage of developments carried out by HNP's industrial members which deliver net biodiversity gain. 	<ul style="list-style-type: none"> Annual review of developments by HNP's industrial members
<p>Provision of practical, timely and impartial advice and information service on matters relating to the Humber's natural environment.</p>	<ul style="list-style-type: none"> Receive positive feedback following our involvement. Completion of the in-combination database. 	<ul style="list-style-type: none"> Ongoing December 2020
<p>Improved understanding of the Humber's environment and the impacts of human activity</p>	<ul style="list-style-type: none"> Creation of a register of research projects for implementation in partnership with academic institutions. Number of projects established with academic institutions each year. Number of new research projects commissioned each year which increase the understanding of the Humber's natural environment. Complete a review of local recreational disturbance activities to date to determine the most effective means of implementation. 	<ul style="list-style-type: none"> December 2020 then review annually Ongoing Ongoing December 2020

iii. Investing in Natural Capital: Delivering big projects which enhance the Humber

HNP's 'Investing in Natural Capital' document sets out how the Humber's natural environment benefits its economy and communities. The purpose of this document is stimulate strategic level work which results in the delivery of large projects either directly by HNP or working in partnership. The document identifies seventeen 'Natural Capital Opportunity Areas' around the Humber and describes the types of opportunity which exist to enhance natural capital in each area.

Since the publication of the document work has begun at some level in most of the seventeen areas. Examples include:

- Delivery of the South Humber Gateway Strategic mitigation sites
- Skeffling Managed realignment
- Development of the Barton to Barrow Claypits Heritage Trail

- Formation of the Ancholme Catchment Partnership
- Island Farm Wetlands project adjacent to Blacktoft Sands reserve

HNP will continue to work with its members to identify opportunities to develop further projects in each opportunity area, and join up ideas and priorities where it will achieve better outcomes. This will include by maximising opportunities for delivery related to partner organisation work such as Humber 2100+, the long term tidal flood management strategy and activity on decarbonisation via economic plans.

Objective	Indicators	Timescale
Identify, promote and implement opportunities to restore and enhance the Humber's biodiversity	<ul style="list-style-type: none"> • Complete a review of work in progress in the Natural Capital opportunity areas and identify where best HNP should be involved in each area. • Organise annual habitat creation workshops with key organisations around the Humber • Identify and update a portfolio of natural capital investment opportunities/biodiversity enhancement projects with partners. • Successful submission of the YWT / LWT led Endangered Landscapes Programme bid • New strategic level biodiversity enhancement projects implemented 	<ul style="list-style-type: none"> • December 2020 • Ongoing • June 2021 • September 2021 • 2022
Maximise funding opportunities	<ul style="list-style-type: none"> • New funding opportunities for biodiversity restoration and enhancement identified. 	<ul style="list-style-type: none"> • Ongoing
Influence and support strategic level work around the Humber to ensure biodiversity enhancement is included	<ul style="list-style-type: none"> • Input provided to strategic projects around the estuary e.g. Humber 2100, Industrial Strategy • HNP attendance at Yorkshire and Humber LNPs network and Yorkshire Catchment Hub 	<ul style="list-style-type: none"> • Ongoing • Ongoing

iv. Partnerships across the estuary: Advocacy and working with others

HNP needs to engage with a wide range of individuals and organisations around the estuary in order to achieve its vision. Reasons for wide engagement include:

- Promoting the Humber, its wildlife and sustainable management
- Influencing decision makers

- Educating and engaging others
- Expanding the membership
- Raising the profile of the organisation
- Ensuring coordination
- Publicising best practise

In order to engage effectively, HNP must communicate effectively. A range of communication tools are available to the Partnership, each with its own benefits and differing levels of effectiveness at engaging target audiences:

- Website
- Newsletter
- Social media
- Press and traditional media engagement
- Production of leaflets and other marketing material
- Attendance at influential meetings / networks
- Presentations to interest groups
- Organising events (inc. Seminars and workshops, Humber Estuary Conference)
- Annual Award scheme

The HNP Communications Group has been established to oversee this work and to seek to influence the work of others.

Objective	Indicators	Timescale
HNP's membership is kept informed of the partnership's work	<ul style="list-style-type: none"> • Development of an HNP Communications strategy • Hold three Humber Nature Forum meetings per year, including one site visit for Members • Co-host three Environment Managers' meetings per year with CATCH • Organise annual Humber Estuary Conferences. • Number of press releases • Social media impressions • New HNP website 	<ul style="list-style-type: none"> • December 2020 • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • June 2020
Recruiting new members	<ul style="list-style-type: none"> • Number of new members recruited • Production of a marketing information pack which can be used at meetings, conferences and other events. 	<ul style="list-style-type: none"> • Ongoing • 2021

Promoting good practice	<ul style="list-style-type: none"> • Production of a series of case studies and guidance notes based on HNP's practical biodiversity work. • Annual HNP Award is used to publicise and reward best practice 	<ul style="list-style-type: none"> • 2021 • Ongoing
Promoting the Humber's environment	<ul style="list-style-type: none"> • Number of press releases • Social media impressions 	<ul style="list-style-type: none"> • Ongoing • Ongoing

3. OVERARCHING THEMES

i. Climate Change - Resilience to impacts of a changing climate and decarbonisation

Climate change will have a major impact on the Humber, its wildlife, businesses and communities. Humber habitats will face pressure from the impacts of a changing climate, like sea level rise, and also the action and measures taken to adapt to these changes and to reduce greenhouse gas emissions. A healthy natural environment can have an important role in managing natural hazards, and support carbon management. HNP needs to ensure that its work takes account of climate change and supports action to ensure the Humber's resilience in the face of the global challenge.

Objective	Indicators	Timescale
HNP's work contributes to initiatives aimed at ensuring the Humber is resilient to the impacts of climate change.	<ul style="list-style-type: none"> • Involvement in groups such as Humber 2100+ stakeholder liaison forum and Humber Industrial Decarbonisation network. • Development of case studies where HNP and its members' work has contributed to adaptation to climate change. • HNP has a policy in place, setting out actions for minimising the impact of its activities, supporting zero carbon ambitions of the region and its members, 	<ul style="list-style-type: none"> • Ongoing • Ongoing • December 2020
Coordination of action aimed at climate change resilience and delivery of biodiversity enhancements	<ul style="list-style-type: none"> • Involvement with groups and organisations focussed on climate change resilience and decarbonisation. • Schemes aimed at climate change resilience and decarbonisation also deliver net gains in biodiversity. 	<ul style="list-style-type: none"> • Ongoing • Ongoing

	<ul style="list-style-type: none"> • Opportunities to manage climate impacts or support decarbonisation through habitat enhancements around the Humber identified. 	<ul style="list-style-type: none"> • Ongoing
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ii. Government Policy

In 2018, the Government launched its 25 year plan to improve the environment. This sets out the action it will take to achieve a suite of goals. Following this in January 2020 The Environment Bill was reintroduced to parliament following a General Election. The Environment Bill sets out how Government plans to protect and improve the natural environment in the UK. This includes measures aimed at restoring biodiversity, improving water quality and water resource management, improving air quality and addressing waste and resource management. The Agriculture Bill will also be of relevance with the move away from production subsidies to ‘public money for public goods’.

HNP works to deliver the priorities of its members it is important that it does so within the context of national plans and policies. At the time of writing, details about the local delivery framework for the Government’s ambitions are limited. Initiatives such as mandatory biodiversity net gain via the planning system and the establishment of a national Nature Recovery Network are proposed. HNP needs to ensure its core activities are relevant and that it is positioned to feed into the delivery of the plan both in its own right and through the work of its members.

Objective	Indicators	Timescale
HNP’s work supports delivery of the 25 year environment plan.	<ul style="list-style-type: none"> • Reports on contribution towards 25 year Environment Plan objectives included in HNP annual report. • The Business Plan is updated in response to local and national policy ambitions changes relating to improving the estuary environment. • Establishment of Nature Recovery Network(s) around the Humber. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • 2024
HNP’s members and wider network are informed of latest developments in environment policy	<ul style="list-style-type: none"> • Continue to co-host the Humber Environment Managers’ network (HEMN) with CATCH. • Relevant presentations on developing environmental policy and its implications for the Humber at HNF and HEMN meetings, Humber Conferences and other fora. 	<ul style="list-style-type: none"> • Ongoing • Ongoing

4. ORGANISATION AND RESOURCES

(i) Staff

Humber Nature Partnership currently has the following staff:

- A Manager who leads the organisation
- A Project Manager for the Humber Management Scheme.
- A Conservation Officer who works on practical projects and gives advice to members.
- A Project Manager who works part time (0.4 FTE) across all HNP's work areas to develop new projects.
- The need for an admin support role has been identified but this role has not yet been appointed.

Objective	Indicators	Timescale
HNP is adequately staffed to meet the needs of its members	<ul style="list-style-type: none"> • Review of staff workloads at monthly team meetings and quarterly Board meetings. • Positive feedback from members regarding timeliness and quality of HNP's work 	<ul style="list-style-type: none"> • Ongoing • Ongoing
HNP staff are properly trained to carry out their workloads	<ul style="list-style-type: none"> • Annual personal development reviews for all staff • All staff to undertake a minimum of four days CPD per year 	<ul style="list-style-type: none"> • Ongoing • Ongoing
HNP staff carry out their work safely	<ul style="list-style-type: none"> • No reportable Health and Safety incidents. • Suitable and sufficient risk assessments conducted for all activities 	<ul style="list-style-type: none"> • Ongoing • Ongoing

(ii) Finance

HNP needs to be adequately financed to meet its aims. Current funding comes from members paying fees in return for receiving services such as ecological advice or as a mechanism to discharge their statutory duties under the Habitats Regulations.

Opportunities also exist to generate income for HNP via involvement in external projects where these contribute to the organisation's aims. These opportunities will be discussed with the HNP Board to ensure that there is agreement on HNP's involvement in external projects.

HNP will maintain a financial reserve equivalent to six months of operating costs based on the annual expenditure budget and an additional minimum of £25,000 for cash flow purposes.

The HNP Finance Group has been established as a sub-group of the Board to oversee the organisation's finances and review fee structures where necessary.

Objective	Indicators	Timescale
HNP remains adequately financed to meet its objectives and its members needs	<ul style="list-style-type: none"> • Budget targets, and financial and other business obligations are met • HNP’s annual income gained from membership fees is at least maintained. • Increasing funding is sought from external sources • Annual review carried out by the HNP finance group 	<ul style="list-style-type: none"> • Ongoing • Ongoingg • Ongoing • Ongoing

(iii) Accommodation

HNP is currently based in North Lincolnshire Council’s Waters’ Edge Visitor Centre. This location is relatively central to the area covered by Humber Nature Partnership and fits well with its environment policy. The current lease runs to December 2018.

Objective	Indicators	Timescale
HNP is located in suitable offices in an appropriate location easily accessible to members.	<ul style="list-style-type: none"> • Current office lease in place. • Regular ‘drop-in’ visits from members and other contacts. 	<ul style="list-style-type: none"> • Current lease expires December 2018 • Ongoing

4. RISKS

The following broad categories of risk to the successful achievement of the Humber Nature Partnership's aims have been identified:

- Reputation
- Funding
- Policy and legislation change
- Staff resources
- Operational

HNP maintains a risk register to aid in the management of these categories of risks. A short description of each risk category and its potential to impact upon HNP and its work is provided below.

Covid-19

Risks associated with the Covid-19 pandemic cut across several of the above broad categories of risk. The response to Covid-19 has disrupted the work of HNP and its members. There is potential for this to impact on financial and staff resources leading to reduction in the ability to deliver services to members and consequent reputation damage. The risks associated with Covid-19 will be managed via the HNP Risk Register.

Reputation

One of HNP's main strengths is its reputation with its members and externally. The organisation must protect its reputation with others to ensure that it can continue to deliver effectively. This can be achieved by ensuring that HNP provides relevant and timely input where required and that a professional and practical manner is adopted in dealing with both members and other organisations.

Funding

Failure to secure adequate funds to operate HNP is an obvious threat to the organisation's future. The HNP finance group will keep the level of funds and fee structure under review to ensure that the organisation is adequately financed. Ongoing changes in both the public and private sectors pose a threat to income from membership fees. HNP must be seen as a valued service by its members to help ensure continued involvement.

Policy and legislation change

Changes in policy and legislation at both national and local levels have the potential to both negatively and positively impact on HNP. The Environment Bill has the potential to enshrine biodiversity net gain in law. HNP and its predecessor have been encouraging the delivery of biodiversity gain alongside economic development for many years and is well placed to advise members on how to incorporate new requirements into their plans. Brexit and ongoing discussions on devolution also have the potential to impact upon HNP. Staff and Directors should keep abreast of these issues in order to assess likely impacts arising from them.

Staff resources

HNP has a small staff and relies upon its staff to deliver increasing workloads. In order to reduce risks to HNP arising from staff turnover, HNP must ensure that its staff feel valued and appreciated. This can be achieved by maintaining the existing close working arrangements within the team and ensuring that the staff's work for HNP is properly recognised.

Staff must also be properly trained to carry out their work and meet the demands of members. Necessary training will be identified to ensure that staff are able to effectively complete their work and to carry out professional development.

Operational

Operational risks are managed via HNP's Health and Safety Policy which is reviewed annually by the HNP Board.

APPENDIX 1. SUMMARY OF OBJECTIVES AND INDICATORS

Priority work stream i. An ecologically functioning estuary		
Objective	Indicators	Timescale
The Humber is in 'Favourable Conservation Status' and 'Good ecological potential'	<ul style="list-style-type: none"> No slippage in delivery of actions identified in the Humber Management Scheme Action Plan. Natural England Designated Sites View condition status information Environment Agency WFD water body status information indicates improvement in the water environment and that measures are being implemented. 	<ul style="list-style-type: none"> Review annually at HERAG AGM Reports to HERAG working group meetings and HNP Board meetings Review annually at Catchment Partnership review meeting.
Coordination of work to meet 'Favourable condition' and 'Good ecological potential'	<ul style="list-style-type: none"> Continued funding for HMS from Humber Relevant Authorities HNP continues to act as the Catchment Host for the Humber Estuary Hold an annual Catchment Partnership review meeting. HNP attendance at Yorkshire Catchment Hub meetings. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing
Priority work stream ii. Industry and nature in harmony		
Objective	Indicators	Timescale
Delivery of biodiversity enhancements on HNP's members' land	<ul style="list-style-type: none"> Number of new projects on the management of protected species and habitats on industrial sites. Development of case studies illustrating positive relationships between industrial sites and biodiversity. Percentage of developments carried out by HNP's industrial members which deliver net biodiversity gain. 	<ul style="list-style-type: none"> Ongoing Complete 2 case studies per year Annual review of developments by HNP's industrial members

<p>Provision of practical, timely and impartial advice and information service on matters relating to the Humber's natural environment.</p>	<ul style="list-style-type: none"> • Receive positive feedback following our involvement. • Completion of the in-combination database. 	<ul style="list-style-type: none"> • Ongoing • December 2020
<p>Improved understanding of the Humber's environment and the impacts of human activity</p>	<ul style="list-style-type: none"> • Creation of a register of research projects for implementation in partnership with academic institutions. • Number of projects established with academic institutions each year. • Number of new research projects commissioned each year which increase the understanding of the Humber's natural environment. • Complete a review of local recreational disturbance activities to date to determine the most effective means of implementation. 	<ul style="list-style-type: none"> • December 2020 then review annually • Ongoing • Ongoing • December 2020

Priority work stream iii. Investing in Natural Capital

Objective	Indicators	Timescale
<p>Identify, promote and implement opportunities to restore and enhance the Humber's biodiversity</p>	<ul style="list-style-type: none"> • Complete a review of work in progress in the Natural Capital opportunity areas and identify where best HNP should be involved in each area. • Organise annual habitat creation workshops with key organisations around the Humber • Identify and update a portfolio of natural capital investment opportunities/biodiversity enhancement projects with partners. • Successful submission of the YWT / LWT led Endangered Landscapes Programme bid 	<ul style="list-style-type: none"> • December 2020 • Ongoing • June 2021 • September 2021

	<ul style="list-style-type: none"> • New strategic level biodiversity enhancement projects implemented 	<ul style="list-style-type: none"> • 2022
Maximise funding opportunities	<ul style="list-style-type: none"> • New funding opportunities for biodiversity restoration and enhancement identified. 	<ul style="list-style-type: none"> • Ongoing
Influence and support strategic level work around the Humber to ensure biodiversity enhancement is included	<ul style="list-style-type: none"> • Input provided to strategic projects around the estuary e.g. Humber 2100, Industrial Strategy • HNP attendance at Yorkshire and Humber LNPs network and Yorkshire Catchment Hub 	<ul style="list-style-type: none"> • Ongoing • Ongoing
Priority work stream iv. Partnerships across the estuary		
Objective	Indicators	Timescale
HNP's membership is kept informed of the partnership's work	<ul style="list-style-type: none"> • Development of an HNP Communications strategy • Hold three Humber Nature Forum meetings per year, including one site visit for Members • Co-host three Environment Managers' meetings per year with CATCH • Organise annual Humber Estuary Conferences. • Number of press releases • Social media impressions • New HNP website 	<ul style="list-style-type: none"> • December 2020 • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • June 2020
Recruiting new members	<ul style="list-style-type: none"> • Number of new members recruited • Production of a marketing information pack which can be used at meetings, conferences and other events. 	<ul style="list-style-type: none"> • Ongoing • 2021
Promoting good practice	<ul style="list-style-type: none"> • Production of a series of case studies and guidance notes based on HNP's practical biodiversity work. 	<ul style="list-style-type: none"> • 2021

	<ul style="list-style-type: none"> Annual HNP Award is used to publicise and reward best practice 	<ul style="list-style-type: none"> Ongoing
Promoting the Humber's environment	<ul style="list-style-type: none"> Number of press releases Social media impressions 	<ul style="list-style-type: none"> Ongoing Ongoing
Overarching theme i. Climate Change		
Objective	Indicators	Timescale
HNP's work contributes to initiatives aimed at ensuring the Humber is resilient to the impacts of climate change.	<ul style="list-style-type: none"> Involvement in groups such as Humber 2100+ stakeholder liaison forum and Humber Industrial Decarbonisation network. Development of case studies where HNP and its members' work has contributed to adaptation to climate change. HNP has a policy in place, setting out actions for minimising the impact of its activities, supporting zero carbon ambitions of the region and its members, 	<ul style="list-style-type: none"> Ongoing Ongoing December 2020
Coordination of action aimed at climate change resilience and delivery of biodiversity enhancements	<ul style="list-style-type: none"> Involvement with groups and organisations focussed on climate change resilience and decarbonisation. Schemes aimed at climate change resilience and decarbonisation also deliver net gains in biodiversity. Opportunities to manage climate impacts or support decarbonisation through habitat enhancements around the Humber identified. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing
Overarching theme (ii). Government Policy		
Objective	Indicators	Timescale
HNP's work supports delivery of the 25 year environment plan.	<ul style="list-style-type: none"> Reports on contribution towards 25 year Environment Plan objectives included in HNP annual report. The Business Plan is updated in response to local and national policy ambitions changes relating 	<ul style="list-style-type: none"> Ongoing Ongoing

	<p>to improving the estuary environment.</p> <ul style="list-style-type: none"> • Establishment of Nature Recovery Network(s) around the Humber. 	<ul style="list-style-type: none"> • 2024
<p>HNP's members and wider network are informed of latest developments in environment policy</p>	<ul style="list-style-type: none"> • Continue to co-host the Humber Environment Managers' network (HEMN) with CATCH. • Relevant presentations on developing environmental policy and its implications for the Humber at HNF and HEMN meetings, Humber Conferences and other fora. 	<ul style="list-style-type: none"> • Ongoing • Ongoing
<p>Organisation and Resources (i). Staff</p>		
Objective	Indicators	Timescale
<p>HNP is adequately staffed to meet the needs of its members</p>	<ul style="list-style-type: none"> • Review of staff workloads at monthly team meetings and quarterly Board meetings. • Positive feedback from members regarding timeliness and quality of HNP's work 	<ul style="list-style-type: none"> • Ongoing • Ongoing
<p>HNP staff are properly trained to carry out their workloads</p>	<ul style="list-style-type: none"> • Annual personal development reviews for all staff • All staff to undertake a minimum of four days CPD per year 	<ul style="list-style-type: none"> • Ongoing • Ongoing
<p>HNP staff carry out their work safely</p>	<ul style="list-style-type: none"> • No reportable Health and Safety incidents. • Suitable and sufficient risk assessments conducted for all activities 	<ul style="list-style-type: none"> • Ongoing • Ongoing
<p>Organisation and resources (ii). Finance</p>		
Objective	Indicators	Timescale
<p>HNP remains adequately financed to meet its objectives and its members needs</p>	<ul style="list-style-type: none"> • Budget targets, and financial and other business obligations are met • HNP's annual income gained from membership fees is at least maintained. 	<ul style="list-style-type: none"> • Ongoing • Ongoing

	<ul style="list-style-type: none"> Increasing funding is sought from external sources Annual review carried out by the HNP finance group 	<ul style="list-style-type: none"> Ongoing Ongoing
Organisation and resources (iii). Accomodation		
Objective	Indicators	Timescale
HNP is located in suitable offices in an appropriate location easily accessible to members.	<ul style="list-style-type: none"> Current office lease in place. Regular 'drop-in' visits from members and other contacts. 	<ul style="list-style-type: none"> Current lease expires December 2018 Ongoing

APPENDIX 2. SWOT ANALYSIS

- **Strengths**
 - Long standing, well established organisation
 - Mix of strategic and practical delivery
 - Clear focus for work i.e. Estuary and designations
 - Knowledge of the whole Humber system as well as local detail
 - Understanding of the 'big picture' for the Humber
 - Good reputation
 - Track record of delivery
 - Financially stable
 - Broad range of members
 - Good links with the private sector
 - Link to community via HNF and HCV
 - Well received publications
 - Good framework for development and delivery
- **Weaknesses**
 - Lack of awareness amongst some organisations inc. potential members and those HNP seeks to influence
 - Marketing
 - Accessibility and engagement – e.g. lack of social media presence
 - Capacity of small team of staff
 - Financial resources
 - Failure to secure large scale project funding
 - Lack of influence with some strategic organisations
 - Failure to raise awareness within members beyond main point of contact
 - Tight niche limiting development of wider services?
 - Perception of role amongst some private sector organisations.
 - Overlap with other LNPs potentially giving rise to confusion and competition
 - Diversity – could do better
- **Opportunities**
 - Increase awareness of HNP with organisations not already involved
 - Current climate of greater environmental awareness
 - Catalyse creation of a collective environmental vision for the Humber
 - Creation of a marketing pack
 - Lead on landscape scale projects
 - Flexibility re: staffing
 - Better engagement with universities and education sector
 - Development of a research hub?
 - Engagement with young people
 - Demand for assistance from community groups and schools
 - Creation of an education pack
 - Provision of advice on the new 'ecological net gain' requirements for developments
- **Threats**
 - Staff turnover
 - Loss of funding through loss of members
 - Loss of reputation through failure to deliver
 - Changes in key contacts within members organisation which could impact engagement
 - Policy and legislation change

- Failure to be effective within current climate of greater environmental awareness leading to perception of irrelevance