

Whitstable Harbour Strategic Plan 2023-2033

Questions that must be answered are marked with an asterisk (*)

1. **Are you responding as...? *** Please tick one box only

- ☐ A resident of the Canterbury district
- ☐ A visitor to the Canterbury district
- ☐ A worker in the Canterbury district
- ☐ A business, organisation or community group, please provide the name:

- ☐ A city, county, parish or town councillor, please specify:

- ☐ An MP

- ☐ Other, please specify:

Introduction

Whitstable Harbour is owned by Canterbury City Council. Since 2003 it has been directed by a Board comprising both elected members and independent members of the local community.

Broadly speaking, the Council asks the Harbour Board to act on its behalf with regard to maritime and harbour-specific legislation and to provide strategic direction in Harbour matters.

The new Strategic Plan will build upon the excellent work undertaken in the previous plan and continue to provide a vision and a framework for the development of the Harbour.

The plan, which covers a ten-year period, will ensure we can manage, maintain and invest in the Harbour for generations to come.

Aim and vision

It is the responsibility of the Harbour Board to meet the ambitions of the local community and Harbour stakeholders.

Working with the local community and Harbour stakeholders, our vision is:

‘to support the local fishing industry, provide a welcoming, memorable and accessible harbour that drives local business, protects our environment and delivers a positive social impact for our community’

1. **Do you agree with the Harbour Board's vision statement?** * Please tick one box only

- | | |
|------------------------------|-----------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> Somewhat |
| <input type="checkbox"/> No | <input type="checkbox"/> Not sure |

1a. **Why?** Please write in below

Whitstable Harbour Strategic Plan - Themes

In everything we do, the Harbour Board strives to:

- **build a reputation for safety**, reliability and friendly service
- **be open, accessible and accountable**
- create a **profitable and sustainable commercial business** which, seeks opportunities to support local business and is financially self sufficient
- **be good communicators**, regularly engaging with residents and stakeholders. We work with our local community to facilitate community events and make things happen

The Board's vision is achieved through five key work streams/themes:

Theme 1 - Effectiveness

Theme 2 - Environment

Theme 3 - Employment

Theme 4 - Equity

Theme 5 - Education

Theme 1 - Effectiveness

To provide a safe first class service to customers and stakeholders in line with the Port Marine Safety Code & good governance.

Strategic commitments

- Annually review the Marine Safety Management System (SMS).
- Report on Port Marine Safety Code (PMSC) compliance to the Department for Transport
- Operate a 10 year financial capital and maintenance budget plan
- Hold an annual stakeholder event to show progress in line with plan objectives
- Implement findings from health & safety audits
- Maintain and regularly review Memorandum of Understanding between the Board and the Council

Goals

- Form a user group to help the Board update Harbour stakeholders
- Devolve responsibility and regular monitoring to independent members of the Board
- Introduce a balance scorecard to monitor implementation of the Strategic Plan
- Conduct a review of Harbour Act

1. **To what extent do you agree or disagree with the proposed approach set out in Theme 1?**

* Please tick one box only

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree

1a. **Why?** Please write in below

2. **How important are each of these activities to you?** * Please tick one box for each activity

Theme 1

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Form a user group to help the Board update Harbour stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Devolve responsibility and regular monitoring to independent members of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduce a balance scorecard to monitor implementation of the Strategic Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct a review of Harbour Act	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Theme 2 - Environment

To actively manage our Harbour in a way which is responsive to climate change, enhances the environment and promotes the health and biodiversity of our local waters.

Strategic commitments

- Embed adaptation planning efforts into our business to withstand the impacts of climate change
- Uphold council ban on single use plastics in council operations
- Work with the Environment Agency to meet their statutory responsibilities for water quality testing
- Actively support active travel schemes
- Maintain solar infrastructure within the Harbour

Goals

- Develop an action plan to remove single use plastics from the Harbour with stakeholders
- Assess how Harbour operations can be managed to actively increase marine biodiversity
- Develop feasible renewable energy projects to seek funding to actively reduce our carbon footprint
- Engage local stakeholders in additional non statutory water quality testing
- Identify and achieve relevant environmental accreditations (eg EcoPort status)
- Review and update The Harbour Design Guide
- Improve the public realm and accessibility of buildings

1. **To what extent do you agree or disagree with the proposed approach set out in Theme 2?**

* Please tick one box only

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree

1a. **Why?** Please write in below

2. **How important are each of these activities to you?** * Please tick one box for each activity

Theme 2

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Develop an action plan to remove single use plastics from the Harbour with stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assess how Harbour operations can be managed to actively increase marine biodiversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop feasible renewable energy projects to seek funding to actively reduce our carbon footprint	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage local stakeholders in additional non statutory water quality testing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify and achieve relevant environmental accreditations (eg EcoPort status)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review and update The Harbour Design Guide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve the public realm and accessibility of buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Theme 3 - Employment

To ensure the Harbour remains a significant employer in the town and continues to support local and small businesses.

Strategic commitments

- Retain control of Harbour land – maximising income through development and management of our property portfolio
- Review the relationships between small commercial lets available on the Harbour to better incubate small business and support our High Street
- Proactively rent to businesses with a local connection and social ethos
- Support local fishing and shell-fishing activities

Goals

- Extend the pontoon to widen commercial opportunities for leisure craft
- Return a fish market to allow local fisherman to sell their catch
- Review the role of the council retaining a commercial presence in the SQS
- Explore enabling short-term activities (eg pop-up markets and events) throughout the year
- Commercially develop the Cockle Shed site to complement our existing leisure offer
- Support the development of a Strategic Planning Document for the Harbour

1. **To what extent do you agree or disagree with the proposed approach set out in Theme 3?**

* Please tick one box only

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree

1a. **Why?** Please write in below

2. **How important are each of these activities to you?** * Please tick one box for each activity

Theme 3

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Extend the pontoon to widen commercial opportunities for leisure craft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Return a fish market to allow local fisherman to sell their catch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review the role of the council retaining a commercial presence in the SQS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Explore enabling short-term activities (eg pop-up markets and events) throughout the year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercially develop the Cockle Shed site to complement our existing leisure offer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support the development of a Strategic Planning Document for the Harbour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Theme 4 - Equity

To promote and enhance opportunities for all to safely access the Harbour environment.

Strategic commitments

- Support disabled access to our buildings and premises
- Promote and enhance the opportunity of all people to access the sea

Goals

- Install a hearing loop system in the South Quay Shed
- Carry out an accessibility study of the Harbour
- Identify and find ways in which the Harbour can improve access to the sea for disabled and under represented groups
- To promote a wide range of different means of safely accessing the water

1. To what extent do you agree or disagree with the proposed approach set out in Theme 4?

* Please tick one box only

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree

1a. **Why?** Please write in below

2. **How important are each of these activities to you?** * Please tick one box for each activity

Theme 4

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Install a hearing loop system in the South Quay Shed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carry out an accessibility study of the Harbour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify and find ways in which the Harbour can improve access to the sea for disabled and under represented groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To promote a wide range of different means of safely accessing the water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Theme 5 - Education

To improve people's knowledge of the role the Harbour has and continues to have in the cultural life of our town.

Strategic commitments

- Ensure visitors understand the history and heritage of our operations
- To safely support and manage use of public space within the Harbour
- Ensure clear signage to reduce risks and enhance the visitor experience
- Improve safety at sea by proactively supporting coastguard services inc. RNLI/Whitstable Coast Watch
- Improve entrance and interpretive signage

Goals

- Provide a community classroom/meeting room to support education visits within the Harbour
- Develop a dedicated online presence for the Harbour
- Improve online access and wifi in the Harbour
- Support the development of a destination marketing strategy/brand
- Enhance the use of digital media to engage with the local community
- Enhance links with local museums to increase awareness of the role the Harbour has played in the development of the town

1. **To what extent do you agree or disagree with the proposed approach set out in Theme 5?**

* Please tick one box only

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree

1a. **Why?** Please write in below

2. **How important are each of these activities to you?** * Please tick one box for each activity

Theme 5

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Provide a community classroom/meeting room to support education visits within the Harbour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop a dedicated online presence for the Harbour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve online access and wifi in the Harbour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very important	Quite important	Neither important nor unimportant	Not very important	Not important at all
Support the development of a destination marketing strategy/brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance the use of digital media to engage with the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance links with local schools and museums to increase awareness of the role the Harbour has played in the development of the town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Corporate consultations

We have several corporate consultations coming up soon and we would like to hear from you.

Which of the following corporate consultations would you like to be informed about? * Please tick those that apply

- ☐ Canterbury District Local Plan
- ☐ Transport Strategy
- ☐ Levelling Up Fund projects
- ☐ Climate Change Action Plan
- ☐ Air Quality Action Plan
- ☐ Annual budget proposals
- ☐ None
- ☐ Other, please state below

If you'd like to be informed, and are happy for the council to contact you about corporate consultations, please tick the box to indicate your consent to us contacting you:

- ☐ I consent to being contacted by the council

How would you like to be contacted? *

- ☐ By email ☐ By post

Please provide your email address: *

Please provide your details:

Title *

First name

Surname *

Address *

Address

Town *

Postcode *

How did you find out about this consultation? * Please tick those that apply

- ☐ Email from the council
- ☐ Council Facebook post
- ☐ Council Twitter post
- ☐ Council LinkedIn post
- ☐ Council website
- ☐ Word of mouth
- ☐ Other, please state below

About you

The council has a legal duty to consider the needs of its diverse range of customers. As well as questions about our services we ask questions about you. Although you do not have to answer these questions, without this information the council will be limited in understanding whether views differ among different groups of people.

Canterbury City Council is the data controller and the only recipient of your personal data. Your personal information is processed under General Data Protection Regulations Article 6.1 (e) in the performance of an official duty. Your personal data will be stored for two years.

You have the rights to:

- Access your personal data
- Rectify or correct your personal data
- Restrict the processing of your data
- Complain to the Information Commissioner's Office

You also have the right to object to our processing of your personal data.

The appointed Data Protection Officer is Canterbury City Council's Head of Corporate Governance, who can be contacted by email at **dataprotection@canterbury.gov.uk**, by phone on **01227 862 175** or at the address below.

Canterbury City Council, Council Offices, Military Road, Canterbury, Kent, CT1 1YW.
Phone: **01227 862 000**. Web: **www.canterbury.gov.uk**

Please provide your postcode:

What age are you? Please tick one box only

- | | |
|-----------------------------------|--------------------------------------------|
| <input type="checkbox"/> Under 18 | <input type="checkbox"/> 55 to 64 |
| <input type="checkbox"/> 18 to 25 | <input type="checkbox"/> 65 to 74 |
| <input type="checkbox"/> 26 to 34 | <input type="checkbox"/> 75 to 84 |
| <input type="checkbox"/> 35 to 44 | <input type="checkbox"/> 85 and above |
| <input type="checkbox"/> 45 to 54 | <input type="checkbox"/> Prefer not to say |

What gender are you? Please tick one box only

- ☐ Male
- ☐ Female
- ☐ Prefer to self-describe (for example, non-binary, gender fluid etc), please provide further details below if you wish

- ☐ Prefer not to say

Do you consider yourself to be disabled? Please tick one box only

- ☐ Yes
- ☐ No
- ☐ Prefer not to say