

Consultation Responses – received up to 25 February 2019. Responses received after this date will be presented at the meeting on 6 March 2019.

	Q1. What are your views on the specific proposal for a Harbour Management Committee and the proposed governance structure?	
Response Number	Text	Origin
1.	The proposals for a Committee fail to answer the underlying problem. The historic problems of mismanagement have stemmed from the failure of Waveney to hypothecate the income from the Harbour Lands, principally rental from the Caravan Park, and dedicate the funds to the maintenance, upkeep and improvements of said Lands. This situation was made worse by the failure of Waveney to keep separate, dedicated accounts for the Lands. With regard to the specific proposals for the Committee I would comment that it is imperative that the majority of voting members be directly elected members of the Southwold Town Council. This would ensure that local preferences take priority.	Online Survey
2.	While I agree with the proposal, the new harbour committee will need an agreed Constitution so that the composition and business is clear.	Online Survey
3.	Not a good idea	Online Survey
4.	I'm a little wary, however there has to be a form of management structure and provided it is balanced open transparent with a dedicated team, then	Online Survey
5.	I do not understand the proposed speed of action; why not wait till the new enlarged council is in place from April, which means Walberswick can also be brought more fully into the plans. Suffolk Coastal have more experience in the management of small harbours; are they on board with these proposals? What guarantee is there that they will not overturn these proposals, just as WDC has overthrown the arrangements which were previously carefully worked out? The paper just says 'no longer appropriate'; why not? The use of the word Trust raised some confidence in the previous plan that it would not be hijacked by other interests. A committee has only a delegated authority from the Council. I hear the assurances of good will etc, but that is not built into the proposals. Local trust is vital if this is to gain credibility.	Online Survey
6.	It seems that the harbour people have a strong view on this, and as they have looked after the place so well in the past I would offer them all my support in continuing with it. For an external committee who actually have no strong bond with the harbour to take over I think would be a major error.	Online Survey
7.	Concerned that the LOCAL involvement in the whole arrangement should not be swamped by the "clout" of Waveney	Online Survey
8.	Whilst we have been asked to comment on some 'specific proposal' there is no 'specific proposal' upon which we are able to comment, however, so long as the proposed Harbour Management Committee is the Committee appointed under para 7 of the 1933 Act, it might meet approval.	Online Survey
9.	I am committed against the proposal as WDC time and again have made decisions which have not been in the best interests of	Online

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	the town which means they can not be trusted to maintain the harbour to the benefit of the local community.	Survey
10.	Seems okay to me, but it is difficult for members of the public to judge. It seems to make sense to follow the guidance in the Port Good Governance Guidance document.	Online Survey
11.	I am completely against it. It is a very bad idea and I strongly oppose it.	Online Survey
12.	The committee should be made up of a broad view of local people, including councillors to give balanced consideration to any proposals	Online Survey
13.	Ok to have councillors etc, but there must be local users representation as well	Online Survey
14.	The proposal is a good one and should be supported by everyone with an interest in a flourishing harbour. However it will not be realised unless it receives solid commitment from STC. STC seems to be reluctant to act and I attribute this to fear on two counts. The first is that of a fear of personal liability resulting from a charge of mishandling the affairs of the Harbour. I believe this fear has been overstated by those who have been grinding axes for years related to the Harbour Order. STC members should not fear because they are decent people trying to serve their community to the best of their ability and they will be free of any such risk providing they are not acting negligently. I suggest WDC invites STC to draw on the legal resources of WDC, perhaps by a paper or a workshop, or both, that allows STC members to be assured that they will not be vulnerable in law unless they act illegally or negligently. STC members need to feel secure in putting their energy behind the current excellent proposals. Take advice, still your concerns, show the courage of leadership please. Stop vascillating, just do it.	Online Survey
15.	I think it is ESSENTIAL that local people and harbour users have a meaningful input into the management of the harbour. There needs to be changes in the management to reflect this	Online Survey
16.	generally ok. SOCA needs to be represented on the committee	Online Survey
17.	Provided the discussions and decisions are open and frank the arrangement will be more democratic than that of before but at the same time allowing Waveney L.D.C. a strong presence.	Online Survey
18.	I agree with local stakeholders being involved in the committee, in particular SCOA should have s governing seat. I'm have concerns around the local Harbour Master being involved [REDACTED]	Online Survey (Redacted)

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	[REDACTED]	due to personal nature of comment)
19.	I am sided with both. I have been a Caravan site holder for 25 years im worried i would be kicked off due to extreme rise in costs. However, the harbour does require some mangement structure.	Online Survey
20.	Long overdue – I understand now the issues and the proposed proposals much better	Hand written at drop-in
21.	Agree and <u>all</u> users of the harbour and caravan site should be represented	Hand written at drop-in
22.	Agree, stakeholders, users of harbour, lands adjacent and caravan site included must be represented	Hand written at drop-in
23.	How can those who are not harbour users make the best decisions for the future of the area	Hand written at drop-in
24.	These proposals appear to cover the main points needed. Above all, there must be representation of users of the harbour, the decision makers must have local knowledge of the harbour and all aspects of its needs	Hand written at drop-in
25.	The proposal of the Joint Committee is good so long as it is made up of equal parts of Southwold persons with a knowledge of the harbour as well as WQDC representatives – The Harbour Users Group must be well represented	Hand written at drop-in
26.	We are in favour of this proposal for a HMC, to act as an independent board. Re the Governance structure, 2 members should be Local Authority, 2 members Southwold Town Council, the rest external apointees. The chairman should be appointed from within the committee/Board	Hand written at drop-in
27.	If this proposal puts management into local hands then we are for it	Submitted directly to STH
28.	COMMENT MADE IN ADDITION TO QUESTIONS: Firstly, since the consolation process has been held during the time the caravan site is closed it would be only fair that each owner should be contacted directly through WDC, to ensure that all stakeholders have an understanding and be able to contribute to the process. The site does open on March 1 st so it may be that the process can be extended for 2 weeks.	Submitted directly to STH

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29.	<p>I would want to ensure that if the proposals Harbour management Committee and proposed governance are established that the following model will ensure that all finances are kept and retained to the Harbour Lands only. The management structure of the board and harbour lands is distinct and separate from WDC and that WDC should not have a major role on the board i.e. not one body should have more than 49% representation on the board.</p> <p>The Board members of this Trust will need to be broad and represent all stakeholders.</p> <p>As the camping and caravan site are major income for the lands they need to have representation on that board.</p> <p>It would be essential that a Chair would not be a STC or WDC councillor, that they would hold objective yet informed overview of all the needs of the stakeholders. They should be independent.</p> <p>All board members need to have special skills set needed, specifically that of local knowledge</p>	Submitted directly to STH
30.	No problem getting people together, it's the costs.	Street Survey (Harbour)
31.	Yes	Street Survey (Harbour)
32.	Waveney District Council are useless	Street Survey (Harbour)
33.	To leave alone and avoid over commercialising	Street Survey (Harbour)
34.	Sensible and wise	Street Survey (Harbour)
35.	Seems like a good idea. All be able to communicate better	Street Survey (Harbour)
36.	For us it depends how it would change the aspect of the place. Be a disaster if it pushed the independent businesses out. Don't want to lose the natural harbour	Street Survey (Harbour)
37.	Something needs to be done as things are getting run down at the moment. This bit of Southwold does need some money	Street Survey (Harbour)
38.	Keep it better than it is. Nice part of Southwold should be maintained a little better. Vehicles restricted?	Street Survey (Harbour)
39.	I think it would be a good idea	Street Survey

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		(Harbour)
40.	If there is a need and using all parties fairly. Fair representation of local strategic planning	Street Survey (Harbour)
41.	The committee needs to be made up of people from the local area	Street Survey (Harbour)
42.	I have no views as I don't have much information with a lot of background. I would support this proposal. Make sure it is balanced by a representative group.	Street Survey (Harbour)
43.	It sounds good on paper	Street Survey (Harbour)
44.	Unsure, as not from around here – from Kent	Street Survey (Harbour)
45.	Good idea	Street Survey (Harbour)
46.	I would have thought it is a good thing to have every person involved having a say	Street Survey (S/W Town)
47.	Yes, I support that. It's a beautiful place. I don't think it has done too well in the last few years.	Street Survey (S/W Town)
48.	I think it should be a joint venture. I don't want it to be just a talking shop. Channelled into the area. Don't see a lot of money invested into Southwold.	Street Survey (S/W Town)
49.	Has to be transparent as possible. Cannot be behind closed doors.	Street Survey (S/W Town)
50.	That is fine but do not start building all over it	Street Survey (S/W Town)
51.	To be honest, I would have preferred the original idea of a charitable trust. By law, charity benefits the public.	Street Survey (S/W Town)
52.	Whatever is good for Southwold is good	Street Survey (S/W Town)
53.	I am somewhat confused – this has been going on for a long time. I personally have no interest in the harbour, its quant, the	Street Survey

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	tourists like it. Would be better to see some control	(S/W Town)
54.	People closest to this will know the best. Allowing them to make decisions. Know what the people in that area knows best	Street Survey (S/W Town)
55.	I don't really know enough about it	Street Survey (S/W Town)
56.	Good	Street Survey (S/W Town)
57.	Not too sure	Street Survey (S/W Town)
58.	Not sure	Street Survey (S/W Town)
59.	Not something I would think about or know how to answer	Street Survey (S/W Town)
60.	I wouldn't know as I don't go to the harbour much	Street Survey (S/W Town)
61.	A good idea to see potential change	Street Survey (S/W Town)
62.	Too many people	Street Survey (S/W Town)
63.	Southwold should be able to run their own harbour	Street Survey (S/W Town)
64.	Promises are not delivered	Street Survey (S/W Town)
65.	Good idea	Street Survey (S/W Town)
66.	Anything to keep it going at the moment	Street Survey (S/W Town)
67.	WDC are a complete F**k up and Southwold is also bad. If putting money in it is fair that they get a say. It should enable	Street Survey

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	decisions	(S/W Town)
68.	Good idea	Street Survey (S/W Town)
69.	Use harbour users, tourism and locals	Street Survey (S/W Town)
70.	Anything involving Southwold opinion is good	Street Survey (S/W Town)
71.	Sort it out. Run by local people – local knowledge	Street Survey (S/W Town)
72.	Take it away from WDC – Private. Waveney prioritises Lowestoft – too much on a plate	Street Survey (S/W Town)
73.	Southwold Council should have the final say	Street Survey (S/W Town)
74.	I agree with the proposal to establish a Harbour management committee provided that the interests of Southwold Harbour users are adequately safeguarded by sufficient representation on said committee.	Online Survey
75.	Frankly the plans are insufficiently advanced to arrive at an informed opinion. There appears to be no business plan or calculation of costs etc. It might be a good idea but there again it might not and we are being asked to guess. Where does the Southwold Harbour Board fit in with this arrangement? Will the new HMC become the Harbour Board and will the HMC be autonomous or subject to "control" from WDC?	Online Survey
76.	I do not understand what is being proposed as the details are unclear.	Online Survey
77.	I broadly support as the best way to obtain locally influenced leadership and professional expertise for the harbour in the future.	Online Survey
78.	Supportive, inclusive, sensible,	Online Survey
79.	an agreement was reached in 2015 which was acceptable to those working in/using the harbour/and caravan owners - surely this should be honoured?	Online Survey
80.	There is not enough information to make an informed opinion on what is proposed for the governance structure as very limited	Online

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	information has been provided given on the actual governance structure. It would be helpful to know who will be on the committee, how they will be appointed and whether they will be paid. How will the existing Harbour Management Committee fit in with your proposal? Does your proposal ring-fence the Harbour Revenues as required by Article 39 of the 1933 Harbour Order?	Survey
81.	Firstly the proposal are not "specific" they are very vague and there is no detail on the business plan mentioned. As such it is difficult to comment and in the absence of proper proposals the originally agreed charitable trust should be the way forward. Secondly there is no mention / considerations of those who live or work in the harbour. None of the property owners at Blackshore or those in Walberswick have been consulted. How will our views / concerns be taken into account in the future management? Thirdly The harbourmasters have far more knowledge of the needs of the harbour than anyone at WDC (that is not meant as a criticism of WDC but as a complement to the existing harbourmasters). Any action that WDC does that reduces their influence such as appointing a layer of management above them is moving in the wrong direction.	Online Survey
82.	Have reservations as to the influence of the non political appointees and how they will represent the stakeholders, the appointment process looks pretty ambiguous. What we do not need is the appointment of the perceived great and the good who have zero marine expertise	Online Survey
83.	There is insufficient information to make an informed opinion on what is proposed for the “governance structure” until such “structure” is disclosed. Also your proposals omit any reference to the caravan site which is on Harbour Land and no proposal can be without clarifying your intentions for the caravan site.	Online Survey
84.	An involvement of locals with the right skill set and knowledge	Online Survey
85.	We are supportive of the management model proposed.	Online Survey
86.	The potential for the HMC and its governance is good. However, considerable thought needs to be put into the engagement with local people that not only IS transparent but is seen to be transparent. Including at least one local expert on the interviewing panel for the HMC would be a good start. The suggestion by Councillor Jeans to allow STC to nominate people to fill their places is also a good idea. This should not change the balance of local expert to council members. STC and WDC members should not have more than 50% of the total committee balance. For example 3 WDC, 3STC (or their nominees) and 6 local experts. Ensuring that the MoU makes clear the scope and limits of the powers of the HMC will be essential. First, include a legally binding way (such as a referendum of local people) that describes how the Harbour Lands could be sold, thus ruling	Online Survey

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	<p>out any other way. I am not a lawyer so I don't suggest this is legally watertight but as an example... "Notwithstanding the legal ownership of Southwold Harbour Lands, sale of the Harbour Lands as defined by Map XYZ can only be sold by a referendum of electors within the boundary of Map ABC (to include Reydon, Walberswick and Southwold Parishes) Such a referendum must achieve a 70% turnout of electors with 70% of voting electors choosing to sell the Harbour Lands." By creating a legally secure way of selling the land, the intention would be to rule out any other way of selling the land, regardless of who owns it. Second - ensure that the MoU sets out that the revenues for the entire Harbour Lands (including the caravan park) are included in the accounting procedures. Ensure that this is ring-fenced as part of the MoU. Ensure that where there is ambiguity that the council 'writes off' disputed debt or returns disputed revenue before the establishment of the new HMC. Accept the opinion that the North Wall is not fit for purpose (as previously warned by local people) and write off the debt. Why should the Harbour Lands pay for something that doesn't work, especially when local people tried continuously to warn that it wouldn't work?) Third - Ensure there is a transparent and open recruitment process for the expert positions, including if appropriate, engaging independent recruitment consultants to ensure transparency. Consider the priorities of needed expertise. Consider whether these people are representatives of their stake (ie residents) or experts with skills (ie sailing) and publish the recruitment criteria / jd etc in advance. Ensure that membership of any political party within the past ten years is declared and transparent once selected. Fourth - ensure that the harbour lands is not used to secure loans so that it cannot inadvertently be lost if the council defaults on the debt.</p>	
87.	I think it sounds like a reasonable way forward.	Online Survey
88.	A local stakeholder voice and local control of this area are essential for the community which see the harbour and it's future as their own.	Online Survey
89.	The harbour is perfect as it is and no input whatsoever is needed	Online Survey
90.	Provided that there is effective representation from Southwold Town Council this would receive my approval	Online Survey
91.	It is not clear the proposals are in the best interests of the people who use the harbour and of Southwold & Reydon residents. Investment	Online Survey
92.	I disagree with any proposals to transfer the previously multi-partner agreement to transfer the governance to any other organisation that the Southwold Harbour Trust, especially to the management by the Local Authority	Online Survey

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93.	I think the Harbour Management Committee (HMC) structure is a good idea provided Southwold Town Councillors and the Southwold Harbour Users are represented on the Committee. I also am of the view that the committee must agree Terms of Reference (TOR) and that those TOR must reflect the importance of maintaining affordability for those businesses on the harbour. Whilst Southwold harbour can be a challenging harbour to navigate it is nonetheless unique and picturesque as demonstrated by the number of sailors / visitors that come to the harbour each year. Thus, the TOR should also ensure that any future development of the harbour is in keeping with the harbour and its surroundings as they now are, insofar as that is possible.	Online Survey
94.	Sound, workable, inclusive (of stakeholders)	Online Survey
95.	OK, if the management group consists of Southwold people and WDC are not involved.	Online Survey
96.	Given that the harbour is an important facility for Southwold, I think that Southwold Town Council should be involved in its governance .	Online Survey
97.	It all sounds rather bureaucratic as usual - who are the 'experts', will they be drawn from regular harbour users and people with local knowledge, skills and interests?	Online Survey
98.	Any committee must represent the interests of the local community, especially those that work and use the harbour	Online Survey
99.	What will be the source of the budget that this committee would be managing?	Online Survey
100.	Would prefer it to stay with Town Council	Online Survey
101.	In favour	Online Survey
102.	The proposed structure is fine providing that all members of the HMC have equal voting rights, with perhaps a veto to Waveney/East Suffolk on financial decisions. I don't like the reference to 'influence' rather than control. If the HMC is to operate democratically, each member must have equal rights and a vote. This will underpin support from the local community.	Online Survey
103.	I would like to know who the owners of the harbour lands are. I would like to see a situation where whoever the rightful owner is the consultation and future plans for strategic plans and day today management are created by a group of professional	Online Survey

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	people with the correct skills along side elected representatives of Southwold and East Suffolk Council. This would then be combined with the interests and input of the stake holders. The devil is in the detail what ever system is adopted it should work in line with the harbours good governance guidelines.	
104.	Yes go with a harbour management committee made up of local people who understand the tides and the importance of retaining the character of the harbour	Online Survey
105.	I feel strongly that Governance must be democratic and equitable. There seem to be attempts to change designated decision making to an advisory role and this must not be allowed to happen because it would lose the trust of the public.	Online Survey
106.	As a concept it sounds reasonable, however, it depends on who the so called experts are. While local councillors are accountable, how is the public going to have any control over this committee and influence its decisions.	Online Survey
107.	I think it is indicative of the lack of morality of those who control WDC, given they are renegeing on a previously agreed arrangement.	Online Survey
108.	I am surprised this is taking so long to put into place. I understood it had all been agreed some time ago and the governance agreed. I am concerned about who the governance will be, how they are appointed and how the management committee will work and be represented and regulated.	Online Survey
109.	What is this replacing and why is it necessary?	Online Survey
110.	If it truly achieves improved openness, transparency and accountability and then that is a good thing. However, the illusion of inclusivity as a smokescreen for funds generation or pushing through unpopular development plans is in no one's interests except the industries involved who stand to gain from the development work. Real openness and inclusivity means inviting key associations and local businesses to join the strategic board. This should include representatives of commercial outlets in the harbour lands, the caravanners association, fishing industry communities and so on.	Online Survey
111.	It needs to be lead by a group who are directly affected by what happens.	Online Survey
112.	It is very difficult to make any informed comments on the proposals given the paucity of the information made available. Indeed, the proposals appear to generate more questions than answers: Who will sit on the Harbour Management Committee? Will harbour revenues be ring-fenced? Where does the caravan site feature in the proposals? etc.	Online Survey
113.	It seems to be the only way things can move forward, so if due weight is given to local voices it should be able to work	Online Survey

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114.	I think the proposal reasonable and that so long as STC, harbour user and local expertise are fairly represented on the committee that many local doubts would be allayed. See answer to Q2.	Online Survey
115.	If the HMC is autonomous and really runs the harbour - fine. If it is just an advisory body - no. I would accept a veto on the budget by Waveney as long as a dispute was adjudicated by the Dept for Transport. I dont think that the caravan site should be run seperately from the harbour. Caravans on water or caravan on land have similar requirements. I feel the seperation is driven by your desire to ectract the caravan site profit, relying on the legal advice of an accountant. The £40k rent, for a £122k profit, is derisory and should be properly and professionally valued.	Online Survey
116.	In my opinion, Southwold harbour lands should remain the responsibility of the Local Authority (soon to be East Suffolk Council) which should manage Southwold Harbour using a committee of the Council.	Online Survey
117.	I am unconvinced by the move to a Harbour Management Committee and think the case for withdrawing from a charitable trust proposal has not been made. The proposed governance structure is unclear/vague (e.g. "the Committee should ideally comprise APPROXIMATELY 50% LA"). The massive difference between 49, 50 and 51% is self evident? I would have clearer views, if the alleged 'specific proposals' were specific and if real options were clearly described and justified.	Online Survey
118.	Should be managed by local people who work and have access to the harbour.	Online Survey
119.	To be managed by local people who work in the harbour	Online Survey
120.	1. I would like more detail on the proposal - the only proposition appears to be the transfer of lands to a new council and a technical survey. I would like to know precisely how the harbour will be improved and how a business plan will support that. 2. I would like to see all money and all financial matters handled separately from any council or at the very least to have accounts externally audited so that there is transparency over income and expenditure in relationship to the Harbour. 3 I would like to see accounts published quarterly. 4. More consultation is required.	Online Survey
121.	An extra layer of management means waste of money as seen by so many council and government programs	Online Survey
122.	One committee to manage things makes sense - the key though is to ensure that people who live and work on Harbour Lands should have clear representation on the Committee	Online Survey

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
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1.	Waveney District council need to admit there failure to properly maintain the Harbour Lands in past and both properly account for the income and expenditure related to the Lands. Thus Waveney must (1) keep full, and publically available accounts (2) accept that the directly elected members of the Southwold Town Council hold the majority voting rights.	Online Survey
2.	Publish a proposed Constitution.	Online Survey
3.	Change nothing	Online Survey
4.	The Harbourlands should never be sold. Any monies derived from the harbour lands should be ring fenced for use in their maintenance. The Harbour Management Committee should not have a majority with voting rights from WDC, or East Suffolk when that body takes over.	Online Survey
5.	That whichever body has legal ownership, they enact covenants to prevent the sale of the Harbour assets to third party developers	Online Survey
6.	I should like to see it built into the plans that (1) under no circumstances will the sale or leasing of the harbour lands to some third party ever be permitted, and (2) that the committee have firmly designated slots that guarantee a majority of local people (Southwold Town Council; Walberswick Parish Council; representatves of the harbour users).	Online Survey
7.	Finally to formulate a guarantee and contract for the harbour workforce to have a legal right to the wonderful area.	Online Survey
8.	Ring-fence the Caravan site operation with long -term undertakings on its future in local ownership	Online Survey
9.	WDC must recognise they have been since 1st April 1974, and still are currently, the Committee appointed by STC (the Corporation) under para 7 of the 1933 Act, and WDC understand that they will be replaced by STC appointing a new Committee to manage Southwold Harbour under the 1933 Act.	Online Survey
10.	Devolve themselves from any direct involvement in the management of the harbour.	Online Survey
11.	Invest in the harbour facilities using all the income from permanent and casual moorings, and building rents. Seek alternative sources of funding beyond local Council tax payers.	Online Survey
12.	I wish Waveney District Council to honour their resolution of March 2015 to resolutions made in March 2015 to leave	Online

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	management of the Southwold Harbour Lands in the hands of an independent, charitable company.	Survey
13.	Would it be rude of me to suggest that some of the money taken from the Caravan Site over the years, be repaid to the Harborough Lands for necessary improvements and renovations?	Online Survey
14.	The council must ensure the consultation is open, transparent, and fit for purpose	Online Survey
15.	I would like to see WDC and STC stand together and act together confident in their joint project. The responsibilities imposed by the 1933 Order will be met by the two Councils acting together through the structure proposed. What has happened or not happened in the past is history and just that. Debating whether the Harbour is owned by either by STC or WDC is as much use to the Harbour community, or to Southwold as a whole, as debating the motives or morality of the Dutch, French and British Navies fighting in Sole Bay 350 years ago. Both questions are history. Local fanatics who want to persue the question of the ownership ad nauseam are doing a great disservice to the Harbour. WDC and STC should recognise the redundancy of the argument of these flat-earthers and move forward for the benefit of the wider community they serve. The personalities from WDC and STC are largely different from those who failed the Harbour and those delivering for the Harbour today. Assert that fact to the public and just leave the obsessive detractors to get over themselves. Advertise better. Acknowledge the historic complaints, reveal how the current complainers are misguided because STC and WDC are working transparently (make damn sure you are and don't repeat the cockup of offering something and failing to deliver it) AND IMPLEMENT YOUR PLAN! If you wait to win over the moaning detractors you will wait forever.	Online Survey
16.	Make sure that there is only one management committee, do away with the harbour board and make sure that a fair distribution of people on that committee represent the many interests in the harbour. Local people have no faith in Waveney and there needs to be trust built uyp by accepting these changes and working towards a more inclusive system that is transparent.	Online Survey
17.	putting services - water/electricity/sewage for static caravans and upgrading facilities in general	Online Survey
18.	At the end of the day there will be a cost on any actions and Waveney should explore every method of funding these plans and improvements.	Online Survey
19.	The council should be looking to embrace different ways of enhancing the facilities that have less impact on the environment. For instance, green energy, green waste management where ever possible. We want the are to remain unspoilt.	Online Survey
20.	Have locals in mind first and not profit focused.	Online

Consultation Responses – received up to 25 February 2019. Responses received after this date will be presented at the meeting on 6 March 2019.

Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
		Survey
21.	Supply funding and man power	Online Survey
22.	'Keep the message simple' so it is seen and heard – and understood at grass roots level	Hand written at Drop-in
23.	Hand control to H.M.Committee without Veto over majority decisions	Hand written at drop-in
24.	Control must not be with Harbour Management Committee, without veto by WDC on major decisions	Hand written at drop-in
25.	A legal document that states the land can never be sold off to private companies	Hand written at drop-in
26.	The funds from the caravan site MUST be spent on maintenance of the harbour to ensure we still have the use of it in 50 years time	Hand written at drop-in
27.	That the control of the harbour is shared equally by locals, who know and care about the Harbour. That the profits from the Harbourslands are retained and reinvested in the Harbourslands. That the Harbour is kept for the benefit of its users	Hand written at drop-in
28.	<ol style="list-style-type: none"> 1. Updating the caravan/camping site to bring it into line with best practice elsewhere 2. Making the new quay fit for purpose 3. Keeping the roadway along the Harbour maintained 4. Keeping the public toilets maintained 	Hand written at drop-in
29.	Agree to the setting up of the Harbour Management Committee – with teeth and funding	Submitted directly to STH
30.	WDC need to accept that do not hold any ownership of the land and that its special significance which has resulted in the Consultation process is acknowledged. WDC need to accept that this land as an AONB. They also need to fully acknowledge the right of local interests in the Lands. I do not consider 3 letters enough evidence to show land ownership. I would think that current DFT office would not agree either. They need relinquish all financial controls and leave that to be only for the Harbour Lands as the 1933 Act states. I would even	Submitted directly to STH

Consultation Responses – received up to 25 February 2019. Responses received after this date will be presented at the meeting on 6 March 2019.

Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
	go as far as suggesting that they pay back to stakeholders some of the monies that they have already taken!	
31.	Providing funds/finding access to funds	Street Survey (Harbour)
32.	Not to let it develop too much – don't change	Street Survey (Harbour)
33.	Investment – commit funds – dedicated	Street Survey (Harbour)
34.	Address maintenance and flooding	Street Survey (Harbour)
35.	I have no idea	Street Survey (Harbour)
36.	Make sure they are listening to people. Not just ticking boxes. Not to just go through the motions	Street Survey (Harbour)
37.	A little bit of investment here and there	Street Survey (Harbour)
38.	To maintain the character of the place. The road needs building up.	Street Survey (Harbour)
39.	I don't really know – people here have to pay	Street Survey (Harbour)
40.	Need to make funds available. Need to be on board for some of the projects	Street Survey (Harbour)
41.	Publish a statement of intent for the strategic view. Generally, the community would be aware	Street Survey (Harbour)
42.	To do what it says it is going to	Street Survey (Harbour)
43.	Again, unsure, not from around here	Street Survey (Harbour)
44.	Action. Agreements have been broken. Start again – new council of stakeholders – council back seat – trust broken	Street Survey

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
		(Harbour)
45.	Smarten it up a bit a take into consideration what people think	Street Survey (S/W Town)
46.	Give the community more say and more investment	Street Survey (S/W Town)
47.	Local people involved and to put their money where their mouth is	Street Survey (S/W Town)
48.	To ensure that it is as transparent as possible	Street Survey (S/W Town)
49.	Ensure that they consult really well with local people and sensitive to local environment	Street Survey (S/W Town)
50.	WDC is going to disappear with all the councillors disappearing as well. The new Council needs to be making the decisions, not the old one.	Street Survey (S/W Town)
51.	Not really sure	Street Survey (S/W Town)
52.	I think we need to sort out who owns it. It needs to be a controlling authority	Street Survey (S/W Town)
53.	The opportunity for the people to make their own decisions, with WDC support	Street Survey (S/W Town)
54.	Support the businesses. The pub suffers during high tide	Street Survey (S/W Town)
55.	Keep it original. Don't change too much	Street Survey (S/W Town)
56.	Take peoples views into consideration	Street Survey (S/W Town)
57.	Keep it the same and don't change. Southwold is beautiful	Street Survey (S/W Town)
58.	Not to change it too much. Southwold should remain as it is.	Street Survey

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
		(S/W Town)
59.	To have Southwold own control. Tourist info isn't as good as it used to be from when we had more control	Street Survey (S/W Town)
60.	Not sure	Street Survey (S/W Town)
61.	Not sure – maybe share more	Street Survey (S/W Town)
62.	Continue as of now and maintain.	Street Survey (S/W Town)
63.	Do what it says and be realistic. Money coming in but not going out	Street Survey (S/W Town)
64.	Roadway	Street Survey (S/W Town)
65.	Let people have a say	Street Survey (S/W Town)
66.	More money. No more houses to be built – keep it as it is. Facilities to be and stay available to the people.	Street Survey (S/W Town)
67.	Include locals and more involvement with commercial operators	Street Survey (S/W Town)
68.	Take all local opinion into consideration	Street Survey (S/W Town)
69.	Hand it over to Southwold	Street Survey (S/W Town)
70.	Funding? Taking money, not reinvesting, walberswick also. Car parking – effecting staff	Street Survey (S/W Town)
71.	Give back revenue and reinvest	Street Survey (S/W Town)
72.	I would like to see a legally binding clause in the constitution of the committee to ensure that the Harbour Lands cannot be sold	Online

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
	off separately from the harbour itself.	Survey
73.	To demonstrate its commitment WDC should move the Harbour admin to Southwold employing local people to run a local enterprise. WDC must commit to honouring the 1933 Harbour Order and the Ports governance guide. Keep the Harbourmaster fully informed and ensure that he is given a place on the HMC . Provide a proper business plan fully costed and estimates of future expenditure not just global figures pulled out of the air.	Online Survey
74.	Total inclusion of the local community in important decisions that may affect quality of life in Southwold	Online Survey
75.	Commit to giving Southwold Town Council a co-equal voice with WDC in strategic decisions affecting the harbour. Commit to investing profits both in the harbour itself and the town's landscape and infrastructure.	Online Survey
76.	Provide a cast iron legal written promise guarantee that it will not sell or lease any part of the Harbour Lands and incorporate this undertaking in the articles of instruction to the HLMCtte	Online Survey
77.	be transparent and ensure that all affected bodies are involved in the discussions, ie harbour users/workers/businesses, caravan owners/harbour master	Online Survey
78.	Abide by the law as enshrined in the Southwold Harbour Order 1933 and comply with the 1933 Harbour Order as the governing instrument. Keep entirely separate accounts as required by law (1933 Harbour Order Article 41) Agree that all future agreements follow the Port Good Governance Guide Ensure that the harbour/caravan site administration is located in Southwold employing local staff and not in Lowestoft. Ensure that the Harbourmaster is fully informed through his attendance at all management meetings for the caravan site and the harbour. Provide a business plan for your proposals so that we are better informed. Attend meetings of Harbour Users/Caravan Owners and be prepared to answer questions	Online Survey
79.	Go back to the 2015 agreement. Failing that then ensure a legal structure that will prevent any part of the harbour lands being sold or leased. Without publishing a business plan then how can this be part of the "final decision making process"? The harbourmasters have far more knowledge of the needs of the harbour than anyone at WDC (that is not meant as a criticism of WDC but as a complement to the existing harbourmasters). Any action that WDC does that reduces their influence such as appointing a layer of management above them is moving in the wrong direction.	Online Survey
80.	Return the funds previously extracted from the harbour and use them for improvements as they were originally intended	Online Survey
81.	Agree to comply with the 1933 Order as the governing instrument, and ensure that the harbour/caravan site administration is located in Southwold and not in Lowestoft.	Online Survey

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
82.	Give evidence of its past efforts so that a level of confidence Can be achieved	Online Survey
83.	To achieve an early resolution to this so that business plans can be put together for the future. This will enable caravan owners to have a clear idea of what the future holds.	Online Survey
84.	Local people have no trust in WDC and trust once broken takes considerable time AND effort to rebuild. Apart from the above suggestions... Local people need a degree of humility and an apology from WDC for the thoughtless and frightening proposals over the years and an acknowledgement of past errors. All dealings, meetings must be published. Accounts should be presented in public, easily accessible and prepared independently. Investment by way of an apology would be appreciated and considered compensation for the years of uncertainty / changes of mind and general political 'football-kicking' that the area has suffered. Remember that as well as being residents of Southwold, and stakeholders in the Harbour Lands, local people are also Waveney District residents, electors and stakeholders. Other areas get investment, why should Southwold have to fund itself endlessly when other areas don't? Ensure that selected members from WDC for the HMC have actually visited and have an interest in the Harbour. If not enough can be found, nominate people from outside who have an interest.	Online Survey
85.	To commit to retaining the unique character of the harbour. Also to write into the constitution of the body that the harbour cannot be sold	Online Survey
86.	Listen to the WDC councillor for Southwold instead of ignoring him. The Rest of you don't live there	Online Survey
87.	A solid confirmation of support and funding to the community's preferred management structure	Online Survey
88.	Keep promises that things will remain untouched	Online Survey
89.	Demonstration that they will listen and act on advice and recommendations from representative of Southwold Town Council	Online Survey
90.	Waveney Council as management only should find out what the users and people of Southwold and Reydon wish to be performed for the harbour and the need to maintain it as a working port. All the works being identified as being necessary has not been proved and are being stacked up a a means of 'project fear'. WDC's actions and intents are not transparent and the way it has been handled raises distrust in WDC true intensions	Online Survey
91.	Continue only with the governance by the Southwold Harbour Trust.	Online

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
		Survey
92.	Make an irrevocable commitment that X percent of the councils annual income will be committed to the HMC	Online Survey
93.	Publish its commitment in the press, media and web, which should include a reference to the dependence of the harbour within its land on the future of the estuary outwith harbour lands and WDC recognition of this and undertaking to provide or help provide the necessary funds	Online Survey
94.	To not be involved. You have only got to look at the mess they have made of Lowestoft	Online Survey
95.	Southwold harbour is an important facility for both tourism and commerce in Southwold . Waveney District Council should provide investment to ensure its sustainability and long-term future	Online Survey
96.	WDC should hand over responsibility for the management and running of the harbour/lands to the Southwold Towncouncil assisted by local experts. WDC's track record isn't exactly squeaky clean is it?	Online Survey
97.	Respect the communities of southwold, Walberswick and the harbour businesses and users	Online Survey
98.	Encourage and support local fishing and protect harbour environment	Online Survey
99.	Leave it to the Town Council	Online Survey
100.	Firstly a non partisan,non political approach to the future Then some commitment to the business aspects of the blackshore . Increase the committment to local small industry,ie small artisan industries ,boat building ,chandlery and restaurants, Time to advertise Southwolds expertise in smoking fish etc Try and increase the attraction of berthage,overnight or long term .enhance the ferry service to Walberswick The Blackshore is a community as much as the town is .build on it	Online Survey
101.	WDC must bring back two things for consultation: 1. Clearer proposals about what the short and medium term improvements will be and 2. A clear, uncompromising confirmation that all members of the HMC will have delegated decision-making powers as originally detailed on poage 5 of the 2014 Consultation plan. All income from the Harbour must also be ring-fenced only for the Harbour	Online Survey
102.	Regular meetings relating to the accounts and governance of the harbour with the appropriate level of public access to this information either on a website or other easily accessed location	Online Survey

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
103.	To let SOUTHWOLD town council look after the harbour	Online Survey
104.	The public meeting demonstrated a commitment to meaningful consultation and this must continue. There must be clear reassurances about the development plans and the ring fencing of Harbour income, which is what was raised at the public meeting. Also equality on the HMC which was also raised several times at the meeting. The public will only believe the consultation if these concerns are addressed.	Online Survey
105.	To guarantee to safeguard the current uses of the harbour and stage owners. To commit to it remaining a working harbour and not be turned into a marina which significantly changes its character. Allow public stage, shed and business owners to have a vote on any decisions which affect the harbour	Online Survey
106.	Either go back to the previous arrangement or renounce all rights (such as they are) and leave the way clear for the town or the previously imagined charitable trust to try and reverse their dereliction of duty of the past 45 years	Online Survey
107.	I feel that the 1933 Order has not been adhered to and that this has been to the detriment of the local community responsibility. The facility should be managed by the local community in a local environment using the existing agreements	Online Survey
108.	Protect the river both Southwold and Walberswick sides including all fishing huts etc from future development and change	Online Survey
109.	Invitations to key businesses, associations and people using the harbour lands to join the governance framework as members of the board. It is imperative, according to the guidelines, that stakeholders' views are taken into account however these processes can become woolly if not defined in a governance framework therefore the best way to ensure that important stakeholder views matter and have influence is to include them on the board	Online Survey
110.	Ring fence any moneys raised at the Harbour for the use of the Harbour. This appears to have been promised	Online Survey
111.	How about sticking with the Southwold Harbour Trust? If not, publication of a full business plan might aid visibility	Online Survey
112.	To ring-fence harbour income for the harbour itself, not soak it up in its general budget	Online Survey
113.	I think Waveney District Council should attempt to tie the hands of its successor(s) by including a commitment, if possible a legally binding one, in the order setting up the HMC and in its terms of reference, that no portion of The SHL can be sold. It might also be an idea to require unanimity within and between the HMC, STC and East Suffolk Council before any leasing	Online Survey

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
	changes are accepted. (This should also mean that questions of ownership of and title to the SHL can continue to be kicked into the tall reeds.)	
114.	Ok I know you need the caravan site income to plug the hole in your revenue account - as per todays cabinet agenda - but this is not ring fencing. I could live with it if you could find some way of guaranteeing that more investment would be put into the harbour every year, than is extracted as profit and depreciation. We could then both be happy	Online Survey
115.	Have a specific committee of the District Council to run the Harbour lands. Have Southwold Council representatives on it, and stakeholder engagement	Online Survey
116.	Make the consultation real and meaningful. The consultation exercise on 6 February was insufficient. Five minutes of introductory words by the Leader and then straight to regimented questions without recourse for secondaries, was insufficient. Summarise the history to date, describe the options, before opening up the floor. If the Harbour Management Committee is the only 'option', then make the case. But, be clear from the outset what your 'Red Lines' are. E.g. representation of the community/users v WDC (and/or its successor body). Whatever 'body' is ultimately established - it should have as one of its primary Objects/Purposes - the preservation of the Southwold Harbourlands - its unique character and heritage (or similar). I.e an absolute commitment to maintain largely 'as is'. A form of words that rule out, in perpetuity, any re-visit to the kind of redevelopment is essential in winning the confidence of the community.	Online Survey
117.	On going plans in place for maintaining and funding this area	Online Survey
118.	To be committed to maintaining the area	Online Survey
119.	1. Consultation with all stakeholders eg caravan holders, harbour users and with local people 2. This should include not just a gathering of views bit also meetings which feed back the views that have been received so we can see and understand decisions and actions taken incorporate people's views. 3. More engagement with government bodies over flooding and the estuary to protect the harbour and all lands going forward.	Online Survey
120.	Leave the structure as is. I have never seen any issues the way it has been run for the benefit of the users of the harbour	Online Survey
121.	Provide more clarity on the composition of the committtee and in particular representation for people living and working on the Harbour lands	Online Survey
122.		Online

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Q2. What action would you like Waveney District Council to take, to demonstrate its commitment to a positive future for the Southwold Harbour Lands?		
Response Number	Text	Origin
		Survey

Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
1.	Historically Waveney have under invested in the Harbour Lands despite receiving the full level of income. Thus Waveney must accept that, at least in the short term, funds must be provided from the general Waveney, or their successors, to invest in the Harbour Lands. Detailed investment priorities should be set by the committee. However that Committee must be dominated, in terms of voting, by elected members of Southwold Town council.	Online Survey
2.	There is no absolute solution for Southwold harbour. Committee to decide priorities bearing in mind that the harbour is an integral part of Southwold's overall attraction.	Online Survey
3.	Increase the car parking charges	Online Survey
4.	They must determine any government responsibilities and or agency's who have a financial responsibility for maintenance. At the same time they must budget income to to ensure repairs and maintenance to carried out	Online Survey
5.	The caravan site needs significant upgrading, especially the toilet and washing facility. This will also benefit visiting sailors and should secure more income in the long run. Beyond that I see no point in spending large sums to protect the area in ways which will actually destroy its attractiveness. A barrier at the entrance to the harbour which could be used at times of major surges would obviate the need for endless expensive patching inland. I know it would cost a lot, but again it would be a more effective investment in the long run	Online Survey
6.	I would take the advice of those so closely involved and try not to impose rules and charges from a distant position.	Online Survey
7.	Rectify the shortcomings of the North Wall to increase its earning-power . Protect river banks. Bring Caravan site up to standard.	Online Survey
8.	It should simply abide by the law as presented in the 1933 Act, collect ALL Revenues due, only pay out those expenses as required by the 1933 Act, and use the considerable positive balance to fund all capital works as required on as as needs	Online Survey

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	Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?	
Response Number	Text	Origin
	basis. WDC will, once they are stood down from being the Committee (see Q2 above), be re-paying a considerable sum of money from the funds they hold equal to the balance of Capital Finance Charges and Depreciation charged to the Harbour Account (with interest), less Capital Expenses, since 1st April 1974 and until the date of their deselection as the Committee.	
9.	The management must reflect a balance of commercial and community interest and if the harbour is to succeed and prosper, investment decisions should be made on a balance to reflect and maintain the profile of the town. WDC have shown no such interest on countless occasions in connection with issues and in particular planning issues regarding the profile of the town, bearing in mind it is a major tourist attraction bringing much needed income into the area. I fear WDC would continue with this pattern if they held any significant role in the management of the harbour lands. They could not be trusted as they have displayed historically.	Online Survey
10.	Are there grants available to the proposed Harbour Management Committee? It was very interesting to see when the Beccles Lido became a community project they were able to access various grants the WDC could not. Would the long term investment fall solely upon the Council Tax payers? Investment in harbour facilities for all visitors arriving by boat, car, bus, and cycle.	Online Survey
11.	The emphasis for Southwold Harbour should be on developments that preserve the unique character of the Harbour and its surrounding area: conservation should be the guiding rule in any improvements that are necessary.	Online Survey
12.	Safety first Improvements to working environments for local people to rent Caravan site brought into C21st with electrics and plumbing IN KEEPING with present low-key presence.	Online Survey
13.	Priority must be given to good access, by both land and sea, ensuring future viability, the council should also ensure that people local to the southwold area, have priority access to facilities	Online Survey
14.	I don't know but I know a man who does! WDC's project manager offers a coherent argument for the financial arrangements he advocates. I suggest you take those ideas as a starting point, identify those who will form the management team for your new arrangements and charge them to review and either take collective responsibility for their implementation or to challenge them to find a better, not merely different, solution.	Online Survey
15.	Yes There are plans afoot to have surveys carried out to look at the best ways to improve the Harbour and maintain it so that it continues to operate. The caravan site, part of the Harbour Lands is also an important part of the future ensuring the revenue is put back into maintaining the harbour and until a proper survey is carried out, the figures put forward have been plucked out of the sky with no proper foundation for the amounts. A proper survey is needed.	Online Survey
16.	the campsite is key as it brings in revenue to the town. If the facilities are improved and the operating window increased it	Online

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
	will offset the downturn in trade during the offseason	Survey
17.	It is critical that having invested so much in the North East Harbour wall that it gives a return, which has not happened since completion. It is impossible to lay on this wall in South Easterly winds of all but the lightest strengths so this must be priority no. 1. An extension to the North wall in the form of granite stone and stretching outwards and then south to form a defence to the Northerly swell that creates these problems. This would still allow a strong ebb to keep the bar from silting up and keep the depth of water at the wall.	Online Survey
18.	Consider non obligatory arrangements, crowd funding etc	Online Survey
19.	Improved roadways/foot path.	Online Survey
20.	Access funding so that any proposals can commence rather than being talked about as has my experience been of southwold the 40 years that I have visited.	Online Survey
21.	As for Q2	Hand written at Drop-in
22.	<u>All</u> income should be <u>re-invested</u> into the harbour and caravan site	Hand written at drop-in
23.	<u>All</u> income must be re-invested into the harbour, lands and caravan site. Close checks by designated stakeholders must ensure that this is carried out	Hand written at drop-in
24.	The sailing club should be invested in and developed including a mooring stage up river so that even more people can enjoy this place. Replace the bridge with an opening bridge	Hand written at drop-in
25.	As above – Funds generated by the Harbour must be ploughed back into the (requirements? – <i>difficult to read last word</i>)	Hand written at drop-in
26.	That all profits are reinvested in the harbourlands and the estuary and that decisions are made for the benefit of the harbour and Southwold Town in the future	Hand written at drop-in
27.	<ol style="list-style-type: none"> 1. Keeping the harbour/river open and safe for fishing and leisure activity 2. Making a long term plan to protect the harbour from flooding and erosion 	Hand written at drop-in
28.	Not sure	Submitted directly to

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
		STH
29.	Since the future investments are critical within the setting up of the board it should be established that a key component of this is to manage and generate all finances. The only and best way to prioritise is that all the Harbour Lands arrangements are made with an implicit understanding that all stakeholders are consulted and given clear reasons why decisions have been and action taken. Regular and effective lines of communication are needed.	Submitted directly to STH
30.	Maintenance – do the work before things go wrong, saving money. Management of maintenance	Street Survey (Harbour)
31.	Maintain it as is	Street Survey (Harbour)
32.	Road maintenance – footpath for cyclists/holidaymakers	Street Survey (Harbour)
33.	Access and road maintenance	Street Survey (Harbour)
34.	Flood issues and road improvements	Street Survey (Harbour)
35.	I do not know enough about the harbour	Street Survey (Harbour)
36.	Fundraising opportunities. The locals must play their part. 2 nd Home owners/Tourism tax? 2 nd home owner's tax. Exploration on 2 nd home owners to pay for improvements.	Street Survey (Harbour)
37.	Don't want to improve it too much as it will lose its character	Street Survey

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
		(Harbour)
38.	The road, building the road up, it's in such a bad state. All down to finances but it mustn't lose its character	Street Survey (Harbour)
39.	The road needs to be improved	Street Survey (Harbour)
40.	Involve all parties to ensure that funding is distributed fairly	Street Survey (Harbour)
41.	The access road needs improving. To use the facilities, such as businesses	Street Survey (Harbour)
42.	Business focused for a sustainable future. Do not want to do it just for locals, it's also about tourism	Street Survey (Harbour)
43.	The infrastructure needs to be sound and safe. The danger is gentrification of the area. The character has to be maintained. Discourage traffic through.	Street Survey (Harbour)
44.	Do not want to lose the character of the harbour. Preserve what we have got	Street Survey (Harbour)
45.	Incorporated in local structure. Some income from council tax.	Street Survey (Harbour)
46.	Road improvements	Street Survey (S/W Town)

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
47.	The road is certainly (indistinguishable). Having a plan for what the harbour area is to become.	Street Survey (S/W Town)
48.	Don't make too commercial. Talk to Harbour people	Street Survey (S/W Town)
49.	Essential whatever funds go into preserve the character. Done sympathetically to the environment	Street Survey (S/W Town)
50.	Part funded by WDC. So many people from Suffolk benefit. Tourism tax	Street Survey (S/W Town)
51.	If it can be some form of charity or trust then it would be answerable to the public	Street Survey (S/W Town)
52.	Repairing the road and flood defences	Street Survey (S/W Town)
53.	The Road is very poor. The area needs to be smartened up. Not just a quaint tourist attraction. Down to the local rates.	Street Survey (S/W Town)
54.	The infrastructure. Making sure the road is in good repair	Street Survey (S/W Town)
55.	Access points needs to be improved	Street Survey (S/W Town)
56.	Spending money keeping it clean and tidy	Street

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
		Survey (S/W Town)
57.	Keep it as it is but with effective change. Keep it upkeep	Street Survey (S/W Town)
58.	Roads need doing	Street Survey (S/W Town)
59.	Help towards flood defences. Make the changes before it gets worse and more money is spent.	Street Survey (S/W Town)
60.	Not to change the roads too much, parking on both sides of the roads	Street Survey (S/W Town)
61.	More money towards flood defences	Street Survey (S/W Town)
62.	Keep Southwold beautiful without too much change. Keep it great	Street Survey (S/W Town)
63.	Development, retain character with road improvement	Street Survey (S/W Town)
64.	Harbour wall was expensive and seabanks need to be safe	Street Survey (S/W Town)
65.	Keep it as a working harbour and consult users	Street

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
		Survey (S/W Town)
66.	Investment. Road, parking, protect businesses and keep holiday camp	Street Survey (S/W Town)
67.	`Like it as it is so no changes to be made	Street Survey (S/W Town)
68.	Focus on harbour use and boats, followed by visitors and then money making	Street Survey (S/W Town)
69.	Keep it as it was – work needs doing on harbour end and road	Street Survey (S/W Town)
70.	Road and traffic	Street Survey (S/W Town)
71.	Roads, surface, lighting, bridge, pier	Street Survey (S/W Town)
72.	Upkeep – improve caravan site facilities and improve road	Street Survey (S/W Town)
73.	Income from both Harbour, the caravan site and the adjoining marshlands should be "ring-fenced" to be used only for development of those three facilities.	Online Survey
74.	Without a business plan it is impossible to consider this item. WDC cannot continue to confiscate all the income from the harbour and caravan site leaving the harbour account to pick up all the costs. Harbour income must be ring fenced as required by PG3 then we would have funds to invest in the harbour. The South Training Arm was given only five years life by	Online Survey

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
	the engineers and that was over twenty five years ago and you have been managing the harbour for over forty years. What are your plans for its repair/replacement and what funds have you set aside for this work?	
75.	"Improvements" need to be analysed in terms of their environmental, social, economic and aesthetic impact. Local residents should have a say in what happens	Online Survey
76.	Maintaining the viability of the harbour itself; upgrading the caravan site; upgrading the maintenance of the landscape around the harbour, including footpaths. When you compare the maintenance of harbour lands between the Southwold and the Walberswick side, the Southwold side is becoming degraded.	Online Survey
77.	Repair and maintain the estuary flood defences between the A12 and the sea	Online Survey
78.	by ringfencing monies raised from the harbour areas for improvements and maintenance	Online Survey
79.	The South Training Arm was given a maximum of 5 years by Engineers over twenty years ago, during which time WDC has removed millions of pounds from the Harbour Account. How much funding has been put aside to replace this asset and what are your current proposals for repair/re-construction? Harbour revenues must be ring-fenced as required by the 1933 Order. This will allow funding from income. I need you to provide me with your business plan to be able to adequately to this question. Waveney District Council should cease siphoning off revenues from Southwold Harbour Lands. Waveney District Council should not pay Harbour revenues into the General fund and then "loan" it back to the harbour	Online Survey
80.	Do not lend the harbour huge sums of money it does not need at high interest rates to make it forever indebted to WDC. Agree that all money raised within the harbour lands is ring-fenced and make all accounts and expenditure public.	Online Survey
81.	Ring fence the income from harbour and the associated caravan site and use the income to maintain and improve facilities. Had this been the policy over recent years we would now be running a healthy surplus and be enjoying better facilities	Online Survey
82.	Waveney District Council should cease siphoning off revenues from Southwold Harbour Lands. Do not pay Harbour revenues into the General fund and then "loan" it back to the harbour to repay from revenues	Online Survey
83.	If there was an easy answer it would have all ready been resolved however the harbour lands need to remain unified so that revenue can be uterlized to benefit the whole	Online Survey
84.	The harbour proposal clearly outlines key areas for improvement and their priority. The assumption is that the static caravan site has its own priorities for improvement which would be the focus of its own business plan	Online Survey
85.	Write off the North Wall debt. Frankly, it's a mess and we shouldn't have to pay for shoddy planning and execution of the	Online

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
	project, especially as local people warned it wouldn't work	Survey
86.	Work should be done to improve the southern harbour arm to make the harbour easier to access from the sea. This would also improve the touristic appeal of the harbour	Online Survey
87.	Wordy nonsense question	Online Survey
88.	Safety first. Areas of risk to be tackled appropriately and then gradual improvement to accessibility and support to the harbour businesses	Online Survey
89.	Listen to those who don't want change- Southwold is losing its character so quickly- let's keep the few places of beauty we have left	Online Survey
90.	I would leave the representative of Southwold Town Council to determine this	Online Survey
91.	Income from the harbour lands was supposed to be re-invested into the lands which has not happened with WDC managing on behalf of Southwold. A financial audit should be completed to the true position of what has happened with the monies over WDC time of management. Once the income & expenditure are known, what grants are available etc, then any improvements that are thought to be required can be agreed with the people of Southwold and Reydon, rather than the downward dictate from WDC as it presently stands	Online Survey
92.	Flood protection. Income from the Harbour and Caravan/Campsite	Online Survey
93.	In principle these decisions should be left to the HMC. That said, Waveney District Council (WDC) showed as a matter of priority agree to fund those repairs that I understand are immediately required to the sea defenses above the Bailey Bridge	Online Survey
94.	Consult with stakeholders. Quantify costs following hydrodynamic investigation. Leave it to the HMC: that's their job!	Online Survey
95.	Not for me to say. People who are involved and work in the harbour environment should decide on the best improvements	Online Survey
96.	The views of the residents of Southwold (as opposed to the residents of Waveney district) should be the key factor in setting priorities	Online Survey
97.	By talking to and listening to the views and needs of regular harbour lands users/local people/environmental/marine experts	Online Survey

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Q3. Funding for future investment in Southwold Harbour Lands is critical to its future. How should any future management arrangement best prioritise improvements to the harbour?		
Response Number	Text	Origin
98.	By maintaining the close relationship between the businesses and other users. Neither making it too business orientated, nor holiday maker focussed	Online Survey
99.	Plans should be considered in line with the apparent 40billion pounds central govt is investing in boosting the economy post Brexit	Online Survey
100.	Give the money to the Town Council to decide	Online Survey
101.	Improve the waterfront ,by improved road building , Harmonise the appearance of the fishing shacks without losing the inherent visual value of the vernacular construction No building or new construction to be considered at all as it would be detrimental to the environment and ambiance	Online Survey
102.	All improvements must be based on the agreed principle that sustainability will protect the current character of the Harbour and that no attempts will be made to change it's appearance for commercial gain.	Online Survey
103.	The priority primarily is to provide a functional harbour. The environment agency proposal a few years ago to put in a sluice where the harbour mouth is was not a welcome proposal. The funding by ring fencing the caravan with the rest of the harbour lands, as it is within the area defined as the harbour, with an appropriate level of development in line with the revenue requirements to carry out the work over a realistic time scale. For example a 20 year plan with 5 yearly targets and an annual review of progress. The development of the camp site area to the north with better facilities and higher levels of occupancy would be a source of more revenue. A look at the way New Zealand has made the most of remote locations would be a great starting point. Power, water, communal cooking laundry facilities etc	Online Survey
104.	Improvements and sustainability must always be within an agreed remit of protecting the character of the harbour. So far there is no business plan or vision statement and this must be put to the public next to ensure that the plans and parameters are completely clear and transparent. This will be the primary way of taking the local community with you	Online Survey
105.	Maintain the breakwater and channel into the harbour. Keep to road usable, otherwise leave it alone.	Online Survey
106.	Let those who know the harbour have the controlling voice in its operation	Online Survey
107.	I feel that if the 1933 Order had been adhered to it would have been possible to facilitate funding from income	Online Survey
108.	Not allowing any outside developers to change ANYTHING. A large amount of EU finance has been successfully put to good	Online

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Response Number	Text	Origin
	use to repair the Harbour walls - what else needs to be done? No marina should ever be proposed let alone allowed	Survey
109.	There would need to be key discussions around what future investment really means. The original traditional and working nature of the harbour lands is what makes it so special and protected, therefore it needs maintaining, it does not however need to receive masses funds in order to transform it into something utterly different. The funds to maintain and make safe current lands would be far less than funds to make it into a harbour theme park for example with high end cabins. Therefore discussions with all stakeholders should take place. The interests of users of harbour lands should be addressed and prioritised. The potential for backhanders for local authority representatives from industry wanting to develop the area should be eliminated. At all times the interests of local people, local businesses, users of the area and long-standing visitors to it must come before over-ambitious plans to develop it into something different. Conservation not progress is key here	Online Survey
110.	It needs a balance between the benefits to stakeholders and the benefits for visitors. Not a cash cow for Lowestoft	Online Survey
111.	Repairing and renovating the existing infrastructure after years of under-investment is a priority. Elsewhere, revenues from the harbour and harbour lands must be ring-fenced	Online Survey
112.	See above. The harbour should be given priority	Online Survey
113.	Flood defences need maintaining both on the SHL and upstream of them. I am not qualified to say whether or not this is the most urgent priority, but it's certainly the most important one	Online Survey
114.	The harbour has a limited lifespan. It will probably disappear when sea level rise reaches 1 metre which is described as almost certain within the next 80 to 150 years by the Climate Change Commission in October. When the Harbour goes, so will the caravan site and also a significant part of Southwold's attraction for tourism. So we need to keep it going as long as possible by investing in upstream banks. This investment must be done with care, and the proposed study is an essential first step.	Online Survey
115.	It must be managed by the District Council so that there is sufficient capacity and finances to carry out improvements. It is not just a Southwold , or even a District asset. Southwold is a small town without many Council Tax payers, and very few staff. All that should happen to keep things simple, is to make sure that there is suitable stakeholder consultation in whatever the District Council does with it's Harbour lands. By the way, if ever it became a Statutory Harbour, the Harbour staff could become Special Constables under Sec 79 of the Harbours docks & piers clauses Act 1847, and patrol Southwold and parts of Reydon and Walberswick too (within 1mile of Harbour lands)	Online Survey

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Response Number	Text	Origin
116.	I am a local resident. I have no expertise on what the priorities for the harbour should be. A prioritised and costed options appraisal and/or strategic/operating/business plan (min 3 years) should be a high priority (that exercise can include consultation with user groups etc). One of its principal objectives should be to identify, cost and propose funding and delivery mechanisms and a programme for maintenance and capital works, alongside tourism needs etc. The Trust/Management Committee in consultation with WDC, should produce a brief and appoint a suitably qualified and experienced professional team to give the required professional advice. Capital and revenue funding are both key; the Council's commitment at the public meeting on 6 February, to ring fence the income generated from the campsite, was welcome	Online Survey
117.	Revenue should be 'ring fenced' for use in the harbour area only	Online Survey
118.	Council to set aside fund for harbour project only	Online Survey
119.	1. You are assuming that this is what your stakeholders want? 2. What about the restitution of money used form the harbour, car parking and caravan park which has been used for the benefit of Waveney DC, and not the harbour? 3. Cleaning out the harbour bottom so that propellers are not bent. 4. Improving the road and pathways would help and may reduce your risks with health and safety. 5. Lets see some practical improvements before bigger schemes	Online Survey
120.	First harbour users, fishing and domestic use, second up keep of the road, I,e. Simply fill the potholes with gravel as needed. The latter simple solution has the VERY positive effect that cars are truly slowing down to 10 miles an hour max and mostly appear to be discouraged to use that stretch in the first place. Makes it far nicer for pedestrians and primary users	Online Survey
121.	Protection of the harbour itself as a port has to be the first priority - the walls, then the continued use for fishing and marine services	Online Survey

Q4. Transparency and openness is critical to any successful future working relationship. How best can this be demonstrated by any future management arrangement?		
Response Number	Text	Origin
1.	I could not agree more that transparency is vital to the future success of the proposed Committee. This would best be achieved	Online

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Q4. Transparency and openness is critical to any successful future working relationship. How best can this be demonstrated by any future management arrangement?		
Response Number	Text	Origin
	by (1) publishing Annual dedicated accounts, (2) publishing the Agenda and Minutes, and Voting records of all meetings, (3) holding, at least annually, a public meeting where interested parties might question members of the committee.	Survey
2.	Public access to all Harbour committee meetings.	Online Survey
3.	leave it as it is	Online Survey
4.	Publish all the meeting minutes, no clock and daggers behind closed doors. If they profess to be truly transparent then there should be no resistance to doing so	Online Survey
5.	All meetings should be open to the public.	Online Survey
6.	Again please refer to the harbour locals who, being so closely connected with the harbours needs will be able to answer this best	Online Survey
7.	Access of public to meetings	Online Survey
8.	By abiding by the 1933 Act, maintaining separate accounts, and being fully responsible for all REVENUES generated in ALL the Harbour Lands, and only as in accordance with the 1933 Act, and reporting directly, and only, to STC who are the Corporation. This will enable the Mayor, Aldermen and Burgesses of Southwold to carry out their duties and responsibilities via a Committee they have appointed directly and for whom they have ultimate oversight	Online Survey
9.	By ensuring WDC has no major role in the management of the harbour lands. Their tactics in a number of local issues historically supports this conclusion. Their methodology is not trustworthy which will not bode well for any proposed future management.	Online Survey
10.	Have a dedicated website that has all the available information,e.g. members of the Committee and their related interests, minutes of all meetings; annual accounts, future plans, tendering information for outside contractors, etc.	Online Survey
11.	Waveney District Council could demonstrate transparency and openness with Harbour users, local residents, their electorate, and the public at large by preparing honest and open documentation explaining why they believe their proposals to be necessary. Taking examples from the summary document associated with this survey: 1. "the Joint Committee agreed that it wishes to revisit resolutions made in March 2015 to create a charitable company to manage the Southwold Harbour Lands as it believes these resolutions are no longer appropriate" This sentence hides the reasons with the phrase "it believes these are no	Online Survey

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Response Number	Text	Origin
	longer appropriate". The Council has a duty to set out and explain these reasons. 2. "a Harbour Management Committee to govern a harbour is one way in which LA's (Local Authorities) can incorporate good governance principles." This sentence hides the reasons why the Council is supporting this particular model. The Council needs to be reminded that, notwithstanding the documents by which it claims title to the Harbour, it holds the Harbour in trust for those who use it and those who live in the nearby area, not as asset to run for its own benefit or profit, and it has a duty to demonstrate that the new arrangements include safeguards that prevent this from happening.	
12.	Accounts available in good time Meetings open to all with an interest	Online Survey
13.	Prompt publication of meeting notes, and all meetings to be open	Online Survey
14.	Individual members of WDC and STC should decide whether this very worthy statement is true for them or not. If it isn't they should leave the Southwold project immediately. If individuals do honestly want to be transparent sort out your argument to deal with the local dissenters who are using dubious historical "facts" to discredit anything WDC and STC offer. Take legal advice to give yourselves confidence about both your individual position and the validity of the case that would be WDC's defence if a court action re ownership was staged. Ensure you are all up to speed with the plan you are proposing and the arguments you will hear from the obsessive detractors. Elected individuals should realise that the vast majority of their electorate will appreciate their efforts to deal with the chronic problems of the harbour. Advertise an "Open Consultative Meeting" with a proficient chairman and an explicit groundrule that no individual will be allowed to bully anyone with vitriol. Make acceptance of this groundrule a condition for an entry ticket. Do not be bullied. Listen to any positive suggestion for the future and decide whether it is appropriate for adoption. Reject any contributions that are either historic complaints or incompatible with your plan. Have arrangements and staff in place ready to eject anyone deemed to be bullying or disrupting the meeting. Use the experience of the team at this Consultative Meeting to stage open meetings. Brief the TV stations. Invite radio stations to briefings too. Then for God's sake, and the Harbour's, !GET ON WITH IT please. Please do get on with it!	Online Survey
15.	This has been sadly lacking since Waveney took over this role. It is important therefore that Waveney no longer has total control but a more balanced management committee with all stakeholders included with an independent chairman, and of course input from the Harbour Master	Online Survey
16.	involve SOCA	Online Survey

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Response Number	Text	Origin
17.	A report on progress must be made after every meeting which can be read by the public, and arrangements made to answer any relevant questions. It would be useful to appoint a non-interested party who could look into any question of transparency.	Online Survey
18.	Good communication via a website and to have open and honest consultation with local people and users of the land.	Online Survey
19.	Websites and social media with clear updates. Eail chain/letters for any updates if you wish to be contacted.	Online Survey
20.	Put your proposals in plain English and include the SCOA committee in all negotiations.	Online Survey
21.	As for Q2 Does the new 'East Suffolk' have a communications (unintelligible) Director	Hand written at Drop-in
22.	All minutes of the H.M.Committee to be published in the Organ, Gazette and Lowestoft Journal	Hand written at drop-in
23.	Minutes of Harbour Management Committees must be available to the public and published in local press, eg. The Organ, Gazette and Lowestoft Journal etc.	Hand written at drop-in
24.	Local people need to be guaranteed that this isn't going to lead to privatisation	Hand written at drop-in
25.	Open meeting; minute available for view; funds properly audited. Representatives voted onto committee. Above all LOCAL representatives.	Hand written at drop-in
26.	The management committee must have annual open meetings and both minutes and income/expenditure accounts to be published in the local magazines	Hand written at drop-in
27.	<ol style="list-style-type: none"> 1. For records of meetings and annual accounts to be in public domain 2. Creation of a web site for the dissemination of information 3. An annual public meeting for the Committee/Board to present their plans and consult the general public 	Hand written at drop-in
28.	All communication between Waveney and HMC should be open and transparent	Submitted directly to STH
29.	Within the Trust Memorandum there needs to be quarterly or half yearly and yearly accounts shared in the public domain. This is something that WDC have never been able to provide for the Camping and Caravan site in the last, some say 40 years.	Submitted directly to

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Response Number	Text	Origin
		STH
30.	A lot of properties are around but not lived in. Publicity/papers/news and letters	Street Survey (Harbour)
31.	Let the locals know	Street Survey (Harbour)
32.	Publish funds and spending. Non-vetted consultation all published online with a website for the Harbour	Street Survey (Harbour)
33.	Public meetings and make sure that information is available	Street Survey (Harbour)
34.	Public minutes and meetings	Street Survey (Harbour)
35.	Town Hall meeting minutes, public availability, explain decisions, keep public informed	Street Survey (Harbour)
36.	Open communication between everyone involved, being able to have the information	Street Survey (Harbour)
37.	Making sure any publication is available in all formats. Regular meetings. Latest and different access to all forms of communication	Street Survey (Harbour)
38.	I don't really know	Street Survey (Harbour)
39.	A good idea being a committee. All sorts of open communication and local communication	Street Survey (Harbour)
40.	Good communication methods	Street Survey (Harbour)
41.	Open minutes. Information reading available, open meetings	Street Survey (Harbour)
42.	Some kind of means for the locals to know about results of meetings. Published dates of meetings and minutes.	Street Survey (Harbour)
43.	It will have to be like the model of a costed company. Assessed by a guardian or overseer. Viewed against Service Level	Street Survey

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Response Number	Text	Origin
	Agreement and Neighbourhood business plan	(Harbour)
44.	By making any minutes available	Street Survey (Harbour)
45.	Open minutes of meeting and Social Media	Street Survey (Harbour)
46.	Formalised minutes, available online. Local control with AGMs and consultation online	Street Survey (Harbour)
47.	Regular meetings and let everybody know what they are doing	Street Survey (S/W Town)
48.	Community involvement which includes Southwold and Walberswick. Good communication. Discontent about non-openness from the committee	Street Survey (S/W Town)
49.	Having the town included. Meetings open to all cannot just talk to the Southwold residents	Street Survey (S/W Town)
50.	Ensure is something legally binding. Enforceable where people can go to. Ombudsman	Street Survey (S/W Town)
51.	Got to have any cross section of local voices. Consult and listen to the opinions.	Street Survey (S/W Town)
52.	Local people being given a voice. Whats the point of a public meeting if the public can't talk. Social media is the way to go.	Street Survey (S/W Town)
53.	As a young person, I have no idea how to voice my opinion	Street Survey (S/W Town)
54.	Local press. It needs to be transparent through local communities and government	Street Survey (S/W Town)
55.	Full disclosure on (illegible) and consultation. Open communication	Street Survey (S/W Town)
56.	Accessible information. Signposts and web sites	Street Survey (S/W Town)
57.	Leaflets, meetings	Street Survey

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Response Number	Text	Origin
		(S/W Town)
58.	Leaflets, meetings, papers, posters	Street Survey (S/W Town)
59.	Posters, leaflets, radio	Street Survey (S/W Town)
60.	Word of mouth, posters, meetings	Street Survey (S/W Town)
61.	Stuff on walls, Not all are computer literate	Street Survey (S/W Town)
62.	Social media normally. But for the older generation we could do leaflets	Street Survey (S/W Town)
63.	Less social media	Street Survey (S/W Town)
64.	Local press	Street Survey (S/W Town)
65.	Regular public updates showing evidence of progress	Street Survey (S/W Town)
66.	Update public	Street Survey (S/W Town)
67.	Make everything public with no private discussions	Street Survey (S/W Town)
68.	No work undertaken unless all agree. Transparency re selection of outside agencies (builders and diversity)	Street Survey (S/W Town)
69.	Meeting for public committees with public information	Street Survey (S/W Town)
70.	Mixed management and publish minutes	Street Survey (S/W Town)
71.	Everything open to public debate. Awareness, ahead of time	Street Survey

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Response Number	Text	Origin
		(S/W Town)
72.	Meetings open and minutes made public	Street Survey (S/W Town)
73.	Let everyone know. Communication is a farce, sounding out and not telling intentions, listen to residents and funding only for permanent residents	Street Survey (S/W Town)
74.	Show progress and improvements. Disclose spending. Publish decisions, accounts and information.	Street Survey (S/W Town)
75.	The committee should be responsible directly to the CEO of the new Distric Council and its' meetings should be open to public observation	Online Survey
76.	We were promised openness, transparency and stakeholder involvement in 2015 but WDC never implimented that promise. Owning up to your mistakes allows discussion of possible solutions where we can help you. Doing things behind our back like Colin Law's tearing up our agreement without discussion and not telling us for two and a half years creates a credibility problem that only WDC can address	Online Survey
77.	It is essential to convene open meetings and published detailed minutes of them, to take surveys of opinion and publish detailed data from them.	Online Survey
78.	Open, accessible accounts; hold board meetings in public; allow members of the public to put questons to directors, which are then answered; be willing to acknowledge mistakes, but also don't be afraid to be realistic with the public about expectations	Online Survey
79.	by involving harbour businesses, caravan owners, harbour users, harbour master and residents in the area in all proposals	Online Survey
80.	Arthur Chavonia promised us “Openness, Transparency and Stakeholder involvement” in 2015 which qualities were never achieved. Waveney District Council needs to admit when it is in the wrong and should not try to cover up obvious and blatant mistakes. This makes the Council look untrustworthy. The Council needs to redeem its credibility. The Council should provide copies of legal advice sought and given upon which they rely. It should also be prepared to discuss openly such advice with stakeholders. We need to see the original documentation and the conveyance in support of the contention that WDC are the Corporation referred to in the 1933 Harbour Order. Photo copies are not acceptable	Online Survey
81.	Transparency and openness were part of the 2015 agreement so that is the best way of demonstrating this. Failing that all meetings should be open to the public and all meeting minutes and other relevant documents (such as accounts) be published online	Online Survey

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Response Number	Text	Origin
82.	Consult stakeholder at all stages of the process and really listen?	Online Survey
83.	Arthur Chavonia promised us “Openness, Transparency and Stakeholder involvement” in 2015 which qualities were never achieved. Admitting when you are in the wrong is the first step to be taken on the road to redemption. Trying to cover up obvious and blatant mistakes puts WDC in a very bad light.	Online Survey
84.	It need total involvement from day one not WDC and others	Online Survey
85.	The caravan site should be a stand-alone business and SCOA should have a presence on the management board of that standalone company	Online Survey
86.	Create a Trust Port, rather than a Municipal Port. The PGGG says it's guidance isn't legally binding so just because the DfT says we are a municipal port, it doesn't mean we have to stay that way	Online Survey
87.	Make the meetings public and publish all minutes on a website	Online Survey
88.	Get WDC out of it for a start. They wouldnt know transparencyvif it hit them in the face	Online Survey
89.	Public consultation to major funding spends, open management meetings with public reporting of discussions and a solid local community representation on the relative committees	Online Survey
90.	Ensure all members of the public are aware of everything that is going on with the harbour- nothing behind closed doors and plenty of publicity as to when and where meetings are taking place	Online Survey
91.	Transmission of discussions and decisions to be made to local residents	Online Survey
92.	WDC should try and be open and transparent now. Their true intensions and lack of money traceability are known to be obscured and hidden. WDC's true intension for the yacht pond down Ferry road is a case in point - what are WDC's true intensions? It's not to re-instate the pond to its former glory, yet there has been no discussion with the people of Southwold and Reydon about what is intended for it.	Online Survey
93.	Co-operation, communication and co-ordination from the multi party Trust	Online Survey
94.	The HMC should ensure “openes and transparency”	Online

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Q4. Transparency and openness is critical to any successful future working relationship. How best can this be demonstrated by any future management arrangement?		
Response Number	Text	Origin
		Survey
95.	All HMC meetings to be open to the public. Complete transparency of information (subject to commercial confidentiality). Adhere to PGGG	Online Survey
96.	Don't involve WDC, as they are not open and transparent in any way	Online Survey
97.	By ensuring that any arrangements and decisions are made as part of a democratic process . The people who are managing the harbour, should be people who have been democratically elected by the people of Southwold. Thus, Southwold Town Council has an important role to play here	Online Survey
98.	By regular open debate with local residents/harbour land users, by ensuring that no individual/organisation/company has a 'hidden agenda' or has access to any funds available without open agreement - as previously stated WDC do not have a proven track record in this field	Online Survey
99.	Clearly set out objectives, targets to measure them and community involvement in ensuring they meet and if necessary amended to meet local need	Online Survey
100.	Through social media	Online Survey
101.	By not interfering	Online Survey
102.	Open meetings Regular meetings at an agreed venue with council ,police and interested residents	Online Survey
103.	Absolute transparency. There are concerns that the HMC membership will not be as democratic as has been promised, that income will not be ring-fenced and that developments may affect the character of the Harbour. Public consultation must continue on all of these issues. At the public meeting in early February, the panel presented well and appeared to have a genuine commitment to public consultation - that must continue	Online Survey
104.	As discussed above, regular open meetings with targets and updates along with reports of professional management meetings disseminated to the public via the means available at the time. I know that we are fortunate to have a wealth of retired professional people in the Southwold area who are willing to invest their time to safeguard the future of the harbour with no vested interest and at no cost. I work at the harbour and have done starting in the 1980's as a fisherman, 24 years as a lifeboatman and over 20 years running a business there. I know we need to get those people on board as the fight that has	Online Survey

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	ensued for too long is unnecessary and Southwold harbour could be a far more harmonious place with higher levels of revenue leading to more money for Waveney and better facilities. Myself and my wife have both had planning permission to develop our business premises but due to the current management uncertainty we have decided recently to direct our energies and investment else where. I would really like to see a future where our children would want to work here and raise there families here too	
105.	Holding public meetings	Online Survey
106.	Always bring it back to the people. No closed meetings all papers, minutes etc available online. You have a real opportunity to set the standards and empower the people by listening and acting, something the Government has failed to do n Brexit resulting in chaos, disaffection and division	Online Survey
107.	Use the web and social media to publish details of exactly what the management committee is doing. Properly minute every meeting and publish the minutes	Online Survey
108.	Do what you say you will and don't renege on agreements when it suits you	Online Survey
109.	WDC have not demonstrated any commitment to transparency so far. It will be difficult to restore faith in any future arrangements	Online Survey
110.	All depends on who is on the committee? How is this going to happen and who is in charge of decision making?	Online Survey
111.	Wide stakeholder engagement and inclusion of key stakeholders on the board. Recommendations state stakeholders should be part of the governance framework, not just contributory to it. Therefore, key stakeholders, particularly those whose operation and activities generates significant income should be invited to have a full representational place on the charitable board as trustees. For example a representative of the Southwold caravan owners association should be invited to stand as a trustee as a key representative of the interests of those important stakeholders.	Online Survey
112.	For WDC to abide by any promises that they make.	Online Survey
113.	By being open and transparent.	Online Survey
114.	regular reporting online and open accounts	Online

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		Survey
115.	By reporting the transactions of the HMC both on-line and in the Southwold and Reydon monthly news magazines. I'm assuming that any STC representative on the HMC will report to the full council and that ESC representatives will do likewise so that records of the proceedings will also appear on the council websites in due course. Published annual accounts would also be nice	Online Survey
116.	By being honest and open. Why promise us ring fenced caravan site profits one evening, and then publish and agenda the next day saying £122k a year will be used to plug the revenue gap in the medium term financial strategy? We cannot trust a politician's word that the caravan site will not be sold off. Write it into the MoU that the Dept for Transport would need to give permission for this	Online Survey
117.	Make sure that Town Council, Harbour , and other stakeholders are involved , and use press, social media and appropriate websites to bring them all along with you.	Online Survey
118.	I think the Trust option should be revisited. There are many different forms of 'charitable trust' (CIO, CIC, Charitable comp ltd by guarantee) and the risks and liabilities can be managed. These organisations can have MOUs with e.g. local authorities.... I would suggest that the Canals & Rivers Trust (https://canalrivertrust.org.uk) is a good comparator to consider. It is the successor body to the Waterways Trust, established in 1999 (I was involved in the early discussions for this bold move by British Waterways). It (eventually) garnered huge support and has gone on to take on many 'liabilities' and has sourced huge funds for extraordinary projects across the country. It has also attracted high profile and able trustees, drawn down large government grants etc. The funding climate is such that this option must be worthy of (re)consideration - not least in the face of Brexit and the loss of European funding. The need to seek recourse from National Lottery funds, enterprise funding, community and social capital etc, are likely to increase for the foreseeable future - alongside demand and competition. A properly constituted 'charitable trust' with adequate and experienced representation, and sound professional advice, can command the confidence of the community, government, funders etc.	Online Survey
119.	Representatives from harbour businesses, users, etc. included in any future discussions, ie council meetings	Online Survey
120.	To have regular get togethers with council & local people	Online Survey
121.	1. This consultation is between WDC and local stakeholders - what is the status of this when WDC becomes a different council? 2. Openness and transparency in financial reporting and clear and open communication is critical. The occasional public	Online Survey

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Response Number	Text	Origin
	meeting is not enough. We need facts, figures and hard factual evidence to understand the basis on which decisions are made. eg you have appointed a project manager in a shadow council before consultation takes place, is concluded and decisions are made. Unless of course they have already been made.	
122.	Publish accounts on an annual basis on a website	Online Survey
123.	Transparency and openness is critical to the any successful future working relationship. How best can this be demonstrated by any future management arrangement? Agendas, and meetings of minutes ought to be posted in a timely fashion on-line	Online Survey