

## Felixstowe Forward

### Beyond March 2018

Report to Felixstowe Town Council, September 2017



**PLEASE NOTE: this paper is a final draft pending approval by the Felixstowe Forward Sponsor Group on 18 September 2017.**

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#### Summary

Felixstowe Forward was created as a three year place based initiative in April 2015. The initial financial commitment by Felixstowe Town Council of £20,000 per annum is currently due to conclude in March 2018.

This report makes the recommendation that further investment be made in the Felixstowe Forward initiative to extend it for a further three year term in order to build on its achievements and support the following milestones by March 2021 – a clear exit strategy is part of this three year plan:

- Implementation of a Felixstowe Business Improvement District (BID)
- Establishment of Visit Felixstowe CIC as a sustainable stand alone organisations supporting tourism and events services
- Delivery of Time banking project
- Felixstowe recognised as a Dementia Friendly Community
- Implementation of a Felixstowe Community Portal
- Implementation of community asset review in Felixstowe
- Landguard Partnership Governance Review

Felixstowe Forward was established by SCDC and its partners Felixstowe Town Council and Suffolk County Council as a place based initiative with an enabling role – creating the conditions for public, business and voluntary sectors to work with community groups and local champions to effectively tackle local needs, improving the quality of life of those who live in, work in and visit Felixstowe.

This report outlines the achievements of Felixstowe Forward to date and the breadth of work currently in progress. As an enabling body Felixstowe Forward has facilitated the delivery of a wide range of projects that form the basis of a lasting legacy in the town.

Whilst it was not intended that Felixstowe Forward would require ongoing investment, it has built a strong reputation with a broad range of community stakeholders and is now at a crucial point with two of the key initiatives (the implementation of the BID and establishment of the Visit Felixstowe CIC). It is therefore recommending that partners commit to investing for a further 3

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years to build on this reputation and ensure that these two bodies are in a position to take the lead on delivering key elements of the Felixstowe Improvement plan post 2021.

Members are also asked to endorse the priorities and approach that Felixstowe Forward is proposing, should a future term be agreed.

SUBJECT TO APPROVAL FF SPONSOR GROUP

## Background

The Felixstowe Forward place based initiative was established on 1 April 2015 by the three sponsoring local authorities: Suffolk Coastal District Council, Felixstowe Town Council and Suffolk County Council.

Following an engagement event in July 2015 Felixstowe Forward formally adopted the following aims:

1. Oversee the development and delivery of further economic growth in Felixstowe to build upon its reputation as a dynamic and prosperous town, attracting inward investment to continue to enhance the town's infrastructure.
2. Seek and support new developments and projects within the town that contribute to the vitality of the town and wellbeing of residents.
3. Promote Felixstowe as a high quality destination town for residents and visitors developing the tourism offer by working with hotel and tourist attraction providers.
4. Preserving and promoting the heritage of the Town.
5. Support and develop an enterprise and entrepreneurship culture within Felixstowe, supporting coordinated and targeted marketing of the facilities, events and opportunities within the town.

The initial commitment to Felixstowe Forward by all three sponsoring authorities is due to end in March 2018. Suffolk Coastal District Council has committed to £75,000 per annum with additional support of £20,000 per annum from Felixstowe Town Council.

## 2. Achievements

Felixstowe Forward has supported the delivery of the Felixstowe Town Council business plan vision to help make Felixstowe a successful, vibrant, attractive town, where people want to live, work, study, visit and play. It helps underpin the aim to improve and enhance the quality of life for the residents of Felixstowe by ensuring that the town is a desirable, thriving and sustainable place in which to live. Felixstowe Forward has done this by delivering against a Town Improvement Plan included within the Felixstowe Town Council Business Plan.

It has supported the Felixstowe Town Council to bring together organisations from the public, business, community and voluntary sectors to support each other and work together to achieve common priorities.

Felixstowe Forward has supported the delivery of the following 'East Suffolk Business' Plan actions:

- Expand and enhance the visitor experiences at Landguard Felixstowe
- Support the redevelopment of Felixstowe Pierhead
- Deliver and support high profile events as a catalyst for tourism opportunities
- Develop more Dementia Friendly Communities
- Regenerate the Felixstowe boating lake area to include a dedicated event area

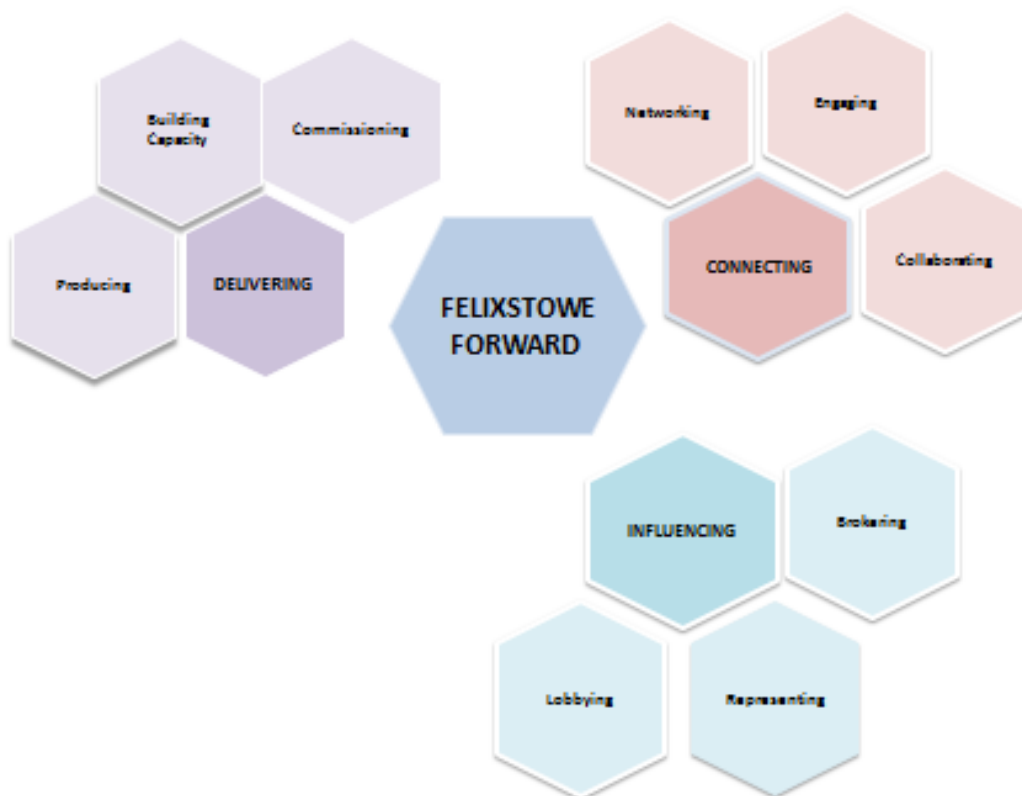
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Felixstowe Forward embodies the ambition outlined in the SCDC Enabling Communities Strategy to 'make it possible or easy for communities to do what they want to do, rather than doing things to or for them', including by using local assets to their full potential.


It continues to support the Suffolk Health and Wellbeing Board (HWBB) through the establishment of the first Dementia Action Alliance in East Suffolk and ongoing work to establish Felixstowe as a dementia friendly community, supporting delivery Suffolk Health and Wellbeing Strategy Outcomes 3 and 4:

- Older People in Suffolk have a good quality of life
- People in Suffolk have the opportunity to improve their mental health and wellbeing


The table below sets out the significant achievements of Felixstowe Forward over the last two years along with the current work in progress. To better understand the impact Felixstowe Forward has had to date, the achievements are described under three key headings - Deliver, Connect and Influence. The final column describes the long term 'change' that Felixstowe Forward has been working toward and its effective exit strategy. These are discussed in more detail in this report.




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	<b>Outcomes</b>				
<b>Aim</b>	<b>Delivery</b>	<b>Connecting</b>	<b>Influencing</b>	<b>Work in Progress</b>	<b>March 2018 +</b>
<b>Aim 1. Oversee the development and delivery of further economic growth in Felixstowe to build upon its reputation as a dynamic and prosperous town, attracting inward investment to continue to enhance the town's infrastructure</b>					
<b>1.1 Establish sub group to support this work stream</b>		Collaborating with Felixstowe Chamber			Implement Town and Resort Business Improvement District with relevant stakeholders including: - Suffolk Chamber - Felixstowe Chamber - Town Centre Partnership - Visit Felixstowe CIC
<b>1.2 Support the development of the local Chamber of Commerce</b>		Collaboration with Felixstowe Chamber, Suffolk Chamber, and Town Centre Partnership	Developing the role of the Chamber to effectively represent local businesses and increase their voice and impact.  Brokering improved relationship with Suffolk Chamber.	Felixstowe Chamber exploring potential to become a 'Linked To' Chamber (linked with Suffolk Chamber) strengthening business representation and enhancing reputation.	
<b>1.4 Maximising Town Centre and Town Developments</b>	<p>Christmas Campaign 2016</p> <p>Annual Audit of Town Centre 2016: Town centre vacancy rates at 4%, well below the national average of 11%.</p> <p>Established, developed and coordinated Town Centre Partnership.</p>  <p>5<sup>th</sup> nationally in 'Rising Star' category, The Great British High Street recognising high streets that are turning fortunes around.</p>	<p>Engaging and collaborating with 41 retailers on 2016 Christmas Campaign and other Town Centre events and activities.</p> <p>Collaboration with Felixstowe Chamber and Town Centre Partnership – Adnams, Coes, East of England Co-Op, Gorgeous Jewels, M&amp;S, Nick Barber Auctions, Pierrots, The Orwell Hotel, Ruby and Scarlet, The Salon.</p>	<p>Formation of Town Centre Partnership in May 17 to represent Town retailers' interests and to lobby on their behalf.</p> <p>Brokering relationship between Town Centre Partnership and Chamber.</p>	<p>Ongoing development of Town Centre Partnership and Felixstowe Chamber.</p> <p>Christmas Campaign 2017</p> <p>Annual Audit of Town centre 2017.</p> <p>Ongoing secretariat to Town Centre Partnership.</p>	
<b>1.5 Car Parking Review</b>					Review with the introduction of Civil Enforcement Parking (introduction of car parking

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					charges at Landguard Fort)
<b>1.6 Maintain prestige areas to a high standard</b>	<p>Overseeing completion of Seafront Gardens HLF project and defect period.</p> <p>Established quarterly resort meetings. Includes an annual walk along Promenade to identify maintenance and other concerns.</p>	<p>Collaboration with Felixstowe Town Council, Norse, Police, SCDC Asset Management Team, and others at:</p> <ul style="list-style-type: none"> <li>- Quarterly resort meetings</li> <li>- CCTV meetings</li> <li>- Safer Neighbourhood Meetings</li> </ul>		Ongoing	<p>Submit application to heritage Townscape Fund to enhance area around Manning's Road.</p>
<p><b>1.7 Funding and Investment</b></p> 	<p>One of only 11 Pilot Coastal Community Teams (CCT) nationally - £10k awarded</p> <p>Launch of Coastal Revival Fund took place in Felixstowe - £28k awarded to Landguard Partnership</p> <p>Community Call to Action - £5k awarded to Dementia Action Alliance</p>		<p>Representation and awareness at national level (DCLG) of Felixstowe and its heritage assets.</p>	<p>Broaden business engagement beyond Town Centre to strengthen SCDC Economic Development offer in the town.</p> <p>Finalise Expression of Interest to Town Scape Heritage Fund (HLF) to improve conservation area</p>	<p>Implement successful BID generating circa £80k+ pa for future town and resort investment.</p> <p>Deliver project locally if successful.</p> <p>Potential CCF bid later this year to support Improvement Plan ambitions</p>
<p><b>Aim 2. Seek and support new developments and projects within the town that contribute to the vitality of the town and wellbeing of residents.</b></p>					
<b>2.1 Establish sub group to support this work stream</b>			<p>Representation by sponsor group members at</p> <ul style="list-style-type: none"> <li>- Safer Neighbourhood Meetings</li> <li>- Felixstowe Ambitions Network</li> <li>- Felixstowe Integrated</li> </ul>	<p>Strengthen relationship with East Suffolk Communities Team in order to support additional project delivery</p>	<p>Review role of Felixstowe Forward, local VCS / Community networks and partnerships to maximise impact and avoid duplication.</p>

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			Neighbourhood Team (part of the social care and health Connect model) - Dementia Action Alliance.		
<b>2.2 Better Information for Residents (and where applicable Visitors) on what is going on in Felixstowe</b>	Produce Bi-Monthly news update  Consultation on Cycling on the Prom  Annual Engagement Event – 2015, 2016, 2017	Engaging with 700+ business and community organisations  500+ responses to consultation  100+ attendance	Brokering workshops relevant to community interests	Ongoing production of news and engagement   Develop Community Portal on Felixstowe Town Council page in collaboration with Suffolk InfoLink.	Launch Community Portal
<b>2.3 Enable the voluntary sector to find new ways of strengthening relationships between different sectors who have a role to play in the vitality of the town</b>	Mapped the voluntary sector in Felixstowe (200+ organisations)          Supported the establishment of the Dementia Action Alliance.	Collaboration with Suffolk County Council, East Suffolk Community Team, Suffolk InfoLink and Community Action Suffolk. - networking events - Volunteer Suffolk launch   Dementia Action Alliance: Engaging with IP11 postcode – 12 Dementia Champions, - 750+ Dementia Friends - 148 Digital Friends - 25 Alliance Members.	Brokering Funding and Support: Generated £24,485 income with partners through the Community Call to Action: - Headway Suffolk - Felixstowe Book Festival - Suffolk Family Carers - Walton Parish Nursing - ActivLives - Felixstowe Dementia Action Alliance Representing community interests: Felixstowe recognised as a Dementia Friendly Town.	Identify additional opportunities to secure new resources for local groups and projects.       Ongoing  Transfer Memory Café to an existing community café and secure its long term future.	Establishing Felixstowe as a Dementia Friendly Community
					

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		Collaboration with St Johns Church to transfer Dementia Support Group.		Producing signposting literature for people affected by dementia.	
				Implement Time Banking Pilot – a new reciprocal form of volunteering that recognises individual strengths and assets	Establishing Time Banking in Felixstowe including appointment of a time broker to manage the scheme.
<b>Aim 3. Promote Felixstowe as a high quality destination town for residents and visitors developing the tourism offer by working with hotel and tourist attraction providers</b>					
<b>3.1 Establish sub group to support this work stream</b>	Established monthly Tourism Sub Group	Representation from local visitor attractions and providers – The Orwell Hotel, Mannings Amusements, Spa Pavilion, Town Centre Partnership, Chamber etc.	Incorporation of Visit Felixstowe CIC to broker, represent and lobby on behalf of resort providers and event organisers.	Establish Visit Felixstowe CIC and its relationship with members.	Develop resort as a destination by developing the long term sustainable aims of Visit Felixstowe CIC.
<b>3.2 Review</b> <b><a href="http://www.visitfelixstowe.co.uk">www.visitfelixstowe.co.uk</a></b> <b>to be THE single source of information and branding for visitors to the town</b>	Establishing 'Visit Felixstowe – Great Days by the Sea' as the brand and single source of information to visitors in the Town:  Manage, Update and Monitor Visit Felixstowe Website Visit Felixstowe Twitter and Facebook Page to improve marketing	Engaging with: Website page views regularly in excess of 100,000 Twitter 3,440 (increase of 50% since Jan 16) Facebook 5,193 (increase of 39% since Jan 16)  Collaboration with Suffolk Coast, Visit Suffolk, Visit England.	Changing image and perception of Felixstowe as a resort destination in line with emerging East Suffolk Tourism Strategy:	Review and refresh Visit Felixstowe Website	
	Produce and circulate monthly events listing  Maintain and update Town	Engaging with 700+ email contacts 300 events listed at the beginning of the 2017 season	Brokering of relationships to better coordinate events	Ongoing  Ongoing	





	<p>Noticeboards, Poster and Banner sites, Tourist Information Huts</p>				
	<p>PR contact for Felixstowe evidenced in an increase in positive media coverage</p>		<p>Changing image and perception of Felixstowe as a resort.                  – positive articles in National, Regional and Local Magazines,                  - regular radio interviews</p>	<p>Ongoing</p>	
<p><b>3.3 Develop coherent seasonal marketing campaign for Felixstowe</b></p>  	<p>Developed and produced visitor information</p> <ul style="list-style-type: none"> <li>- Town map Pads</li> <li>- Digital visitor guide</li> <li>- Bedroom browsers</li> <li>- Visit Felixstowe leaflet</li> <li>- IPad kiosk installation</li> </ul> <p>2017 Visit Felixstowe Campaign</p> <ul style="list-style-type: none"> <li>- 42,000 leaflets distributed in N Essex, S Norfolk and Suffolk</li> </ul> <p>Hosted ‘Open Season’ event</p> <p>Managed, organised and delivered events</p> <ul style="list-style-type: none"> <li>- Suffolk Armed Forces Weekend</li> <li>- Multi Cultural Event</li> </ul> <p>Developed two beach huts into Tourist Information Points (£10k investment)</p>	<p>Connecting with visitors, accommodation providers, and tourist attractions.</p> <p>Visitor Impact Study estimates total number of trips to Felixstowe at 842k</p> <p>Over 350 events listed at the beginning of the 2017 season</p> <p>Beach Huts have welcomed approx. 7,572 visitors per annum and have remained open all year round.</p>	<p>Changing image and perception of Felixstowe as a resort.</p> <p>Economic Impact of Tourism 2015 confirms:                  Total Tourism Value circa £55.1m (growth of 12.67% since 2013).                  (Based on Cambridge Impact Model)</p> <p>Attracting new audiences through a varied event programme.</p> <ul style="list-style-type: none"> <li>– Suffolk Armed Forces Weekend</li> <li>- Multi-Cultural Event</li> <li>- Open Air Cinema (SCDC),</li> <li>- Circus Petite</li> <li>- Arts Fest (Felixstowe Community Arts Trust),</li> <li>- International Food Market,</li> <li>- Walk for Wards</li> <li>- Screen on Sea (Film</li> </ul>	<p>Preparing 2018 Campaign and sponsorship</p> <p>Continue to facilitate a varied event programme and income generation.</p>	

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	Manage tourist information via Visit Felixstowe Beach Huts - 35+ volunteers		Archive), - Kite Festival (Rotary) - French Brass Band		
<b>3.4 Review all gateway signage, noticeboards and information taking into account integrated transport</b>  	Re-established the East Line Group	Collaborating with Highways, and Felixstowe Town Council to erect three new Town Welcome Signs  Collaboration with First Bus to re-route 77 to Seafront  Collaboration with East Suffolk Lines Community Rail Partnership Working to provide new signage at Felixstowe Station and improved walkway.		Source funding to renew Noticeboards that are beyond repair	
<b>3.5 Protect the Natural Environment</b>	Landguard Reserve Management Plan	Collaboration with Landguard Partnership			
<b>Aim 4. Preserving and promoting the heritage of the Town</b>					
<b>4.1 Support ongoing major projects:</b>	<b>Felixstowe Seafront Gardens</b> - HLF Delivery Plan £43k - Support Friends of the Seafront Gardens (100 volunteers) - Delivered 30+ tours and presentations  <b>Landguard Partnership</b> - Managing Landguard Partnership	Collaboration with - HLF - Landguard Partnership Members (English Heritage, Landguard Fort Trust, Felixstowe Town Council, Felixstowe Museum, Harwich haven Authority, Suffolk County Council, Landguard Bird Observatory, Port of Felixstowe)	Economic Development  Changing image and perception of Felixstowe as a resort. SFG awarded national, Regional and Local awards including - Winner RICS East of England National - Green Flag and Green	Landguard Partnership Review	Enhancement and investment in Landguard Fort to develop it as a major tourist attraction (potential HLF Bid).  Oversee, where relevant, maintenance of completed Major Project sites and identify additional projects for inclusion in the forward

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	<ul style="list-style-type: none"> <li>- Attracting Investment £28 Coastal Revival Fund</li> <li>- Suffolk Armed Forces Weekend</li> </ul> <p><b>Boating Lake / Event Area</b></p> <ul style="list-style-type: none"> <li>- Promoting Event Area</li> <li>- Income generation circa £8k</li> </ul> <p><b>PierHead Redevelopment</b></p> <ul style="list-style-type: none"> <li>- led the co-ordination of different departments to support the project through to commencement and completion.</li> </ul>	<ul style="list-style-type: none"> <li>- collaboration with Felixstowe Pier Amusements Ltd</li> <li>- Event companies / organisers</li> <li>- Suffolk Armed Forces Weekend Committee, sponsors and partners.</li> </ul>	<p>Heritage Award.</p>		<p>programme.</p>
<p><b>Aim 5. Support and develop an enterprise and entrepreneurship culture within Felixstowe, supporting coordinated and targeted marketing of the facilities, events and opportunities within the town</b></p>					
<p><b>5.1 Coordination of major Felixstowe Events</b></p>	<p>Incorporated Visit Felixstowe as a CIC</p>			<p>Progress development of Visit Felixstowe CIC.</p>	<p>Develop resort as a destination by developing the long term sustainable aims of Visit Felixstowe CIC.</p>

### 3. Felixstowe Forward as an Enabling body

Felixstowe Forward (FF) was set up as an enabling place based initiative.

In Year One FF established its presence in the town as an effective mechanism to progress change. This was evidenced in the Cycling on the Prom consultation which attracted over 500 responses. FF has established a comprehensive mailing list of local business and community organisations with which it regularly communicates.

Year Two work focused on delivering programmes and projects. Delivery included a successful Christmas Retail campaign, progressing Felixstowe as a Dementia Friendly Community, establishing 'Visit Felixstowe' as a brand, producing visitor products, delivering the Seafront Gardens activity plan, organising and delivering the Suffolk Armed Forces event and working with partners to progress the Pier Head redevelopment project. Much of this work developed the foundations to the enabling role of FF.

In Year Three FF focused attention on building the foundations in order to deliver three key strategic enabling outcomes:

- 3.1. Implementing a Business Improvement District
- 3.2. Establishing Visit Felixstowe as a CIC company
- 3.3. Enabling a Community portal

Significant impact has already been achieved as evidenced above, and the foundations of a sustainable partnership are in place. To fully realise these outcomes a further three year term is needed.

#### 3.1 Implementing a Business Improvement District (BID).

An initial scoping paper presented to the Felixstowe Forward Sponsor Group in March 2017 shows that a BID in the Town Centre would bring in funding of between £40-£60k based on 203 properties in Hamilton Road (ground and first floor), and Orwell Road. This was felt to be insufficient for a BID to be a viable option. However, widening the levy area to the Seafront is likely to bring in a significantly higher investment of approximately £90-£100k.

In the last three years public and private investment has increased the prosperity of the town. Public investment in the Felixstowe Seafront Gardens, the Beach Side Events Area and Martello Park has transformed the promenade and seafront. Private investment in the PierHead development, the Bartlett, and the Spa Pavilion has contributed to a renewed sense of vibrancy in the town. New businesses have been attracted to the town including Adnams, and Premier Inn. The Orwell Hotel has recently announced a four year refurbishment programme and elsewhere, new cafes and restaurants are thriving.

Felixstowe Forward held two engagement events in July 2015 and July 2016 at which interest was expressed in exploring the feasibility of a BID in the town. A BID will provide a long term enabling solution for Felixstowe to finance and progress improvements. Most BID's concentrate work around the following themes:

- Marketing
- Safety and Security
- Visual Appeal
- Promotion of Events and Tourism
- Business Support

### Recommendation 1

- A future term for Felixstowe Forward should include the full scoping, development and implementation of a BID for the Town Centre and Seafront, with the proposed timescale being a ballot in June/July 2019.
- A review of the Governance Structure (included in Appendix 1) to ensure the Felixstowe Forward Sponsor Group has the appropriate skills and expertise to steer the progress of a successful BID.

### Beyond March 2021

Following the implementation of a successful BID the requirement for SCDC to fund the strands of work pertaining to FF's Aims 1, 3 and 4 would no longer be needed as these would be delivered through the BID Managing body. Economic Development activity would revert back to SCDC Economic Services.

### 3.2 Establishing Visit Felixstowe as a CIC company

At the July 2015 Felixstowe Forward annual engagement event it was mooted that Visit Felixstowe be set up as a Community Interest Company (CIC). Visit Felixstowe CIC was incorporated in February 2017.

Visit Felixstowe CIC exists to develop, promote and sustain a visitor economy within Felixstowe. Felixstowe's residents, visitors and businesses will benefit through the promotion, marketing and support of events and associated initiatives.

The aims of the Visit Felixstowe CIC are to:

- Engage with the broader community
- Establish the Visit Felixstowe brand

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- Advocate and promote tourism in Felixstowe
- Maximise quality of visitor experience
- Improve efficient use of resources
- Management/ promotion of festivals/ events?

Visit Felixstowe CIC is working to achieve the following outcomes:

- ✓ More covers at restaurants
- ✓ More people attending local festivals
- ✓ Increased footfall on the high street
- ✓ Increased use of retail facilities
- ✓ More people using footpaths and local services
- ✓ More people learning about the heritage of the town

Visit Felixstowe CIC is in its infancy and has only just opened a bank account. It has attracted approximately £5k of funding to date and is pursuing additional funding. However, the CIC needs to establish its relationship with community members (tourist attractions, event organisers) in order to develop further.

Visit Felixstowe will require the support of Felixstowe Forward to progress its initiatives and, more importantly, the strategic support and direction of SCDC to truly enable it to achieve its potential and devolve authority for public events administration to the CIC in the future.

### Recommendation 2

- A future term of Felixstowe Forward will progress a business case to SCDC to continue to enable the Visit Felixstowe CIC to take on responsibility for visitor services locally and to progress its aims and objectives.
- In addition we recommend that one third of the Felixstowe Forward budget be routed through the Visit Felixstowe CIC so that the CIC can begin to establish its identity as a separate entity.

### Beyond March 2021

Following the establishment of Visit Felixstowe CIC there will be a continued role for SCDC to play in supporting Aim 3 ('Promote Felixstowe as a destination town') and the wider economic impact of a tourism.

However, a BID will deliver key strands of work relating to events, destination marketing etc. Visit Felixstowe CIC will play a key role in the development of a BID, along with other partners including the local Chamber and Town Centre Partnership.

### 3.3 Enabling the Community

There are currently three key strands of work in progress in terms of enabling the community:

#### **Felixstowe Dementia Action Alliance**

FF currently acts as Chair and secretariat to the DAA. It has made significant progress in Year 3, including securing funding for delivery of projects. However, it still requires the input of staffing resource from FF to continue to grow and thrive, and ensure that Felixstowe achieves and maintains its ambitions to be a Dementia Friendly Community.

#### **Time Banking**

A pilot project is about to be initiated to introduce Time Banking in Felixstowe. This will require continued support beyond March 2018 to progress it to full implementation and enable it to become embedded and sustainable. The Time Bank project is a first in Suffolk and likely to be used as an exemplar for other areas of the county. It will contribute to the Suffolk Volunteer Strategy ambitions to raise the profile of volunteering in Suffolk and to enable people to volunteer and be more engaged in their community.

#### **Felixstowe Community Portal**

Repeatedly the community has said they want a community portal. Work is underway to directly draw information from the Suffolk Info Link site to a local site, hosted by Felixstowe Town Council. Suffolk InfoLink has the resource to provide events listing (fund raising events, community workshops, wellbeing classes etc.) that it has never used. Felixstowe will be piloting this portal as a means to provide its community organisations and residents with information without duplicating provision provided by Suffolk InfoLink. Once introduced and piloted, the site should be self-regulatory with minimal oversight required. The pilot could be replicated in other SCDC place based initiatives and in other parts of the county.

### **Recommendation 3**

To continue to progress:

- Felixstowe Dementia Action Alliance to set the standard in East Suffolk as a dementia friendly community with the necessary support in place to support people to live well with dementia locally.

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- Time Banking – to fully implement a pilot Time Banking project, review impact and make future recommendations, including regarding sustainability.
- To progress the Felixstowe Community portal to implementation.

### **Beyond March 2021:**

A community portal will create a means by which the 200+ local voluntary sector organisations can connect with one another and share information. Importantly it will be a portal that local residents will access and find out what is available to them to improve the quality of life and to live well in Felixstowe. A portal will further future community initiatives.

### **4. Other Considerations in a future term for Felixstowe Forward**

**Work Challenges:** A BID will require dedicated time and attention for a successful outcome. This will require additional support from the wider SCDC ED team and will dominate the work of the FF Change Director in 2018-2019.

**Landguard Partnership:** Landguard Partnership is presently looking to undertake a governance review to inform a future sustainable model. The staffing resources to progress Landguard beyond March 2018 have been secured through the Landguard Partnership and align with the proposed timeframe for Felixstowe Forward. The outcomes of the review will impact the future prosperity of Landguard peninsula and inform a potential Heritage Lottery Bid.

**Felixstowe Asset Review:** A working party is due to be set up between SCDC and Felixstowe Town Council to review the towns' assets and to develop a longer term vision for the town. There are likely to be outcomes to deliver out of this initiative.

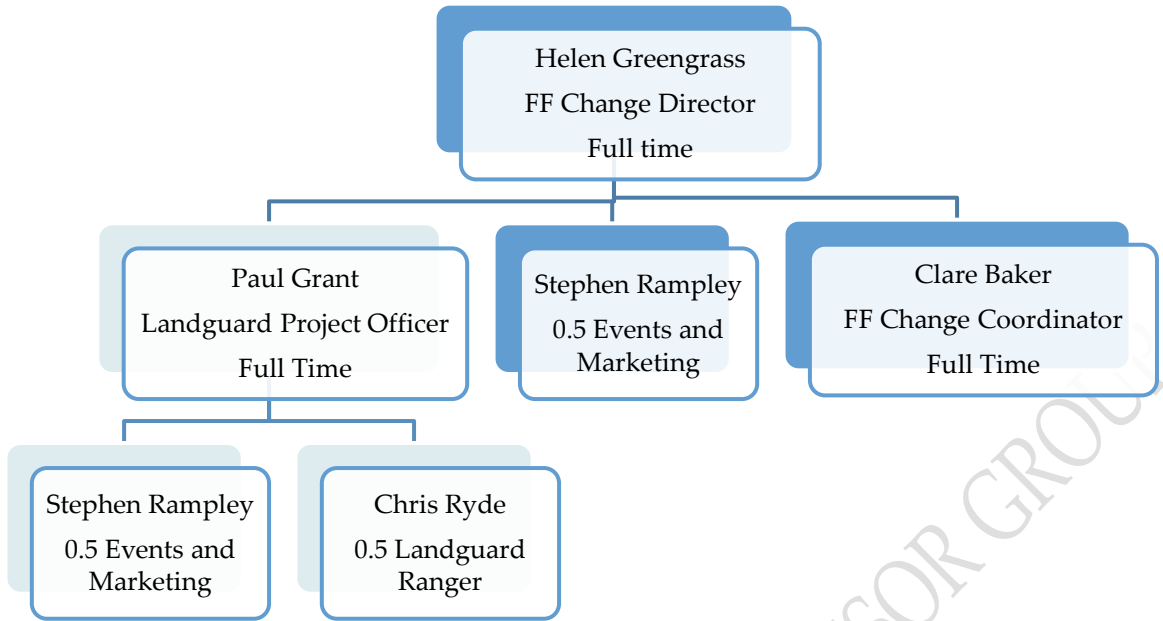
### **5. Staffing and Resources**

Felixstowe Forward is made up of a small team based at Felixstowe Town Hall. Please note that the Landguard Partnership Officer and the 0.5FTE Events and Marketing and Ranger work from, the Landguard Bungalow and their posts are funded via the Landguard Partnership and not from the FF budget.

Appendix 2 includes staff costs and operational budget.



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SUBJECT TO APPROVAL FF SPONSOR GROUP

## Appendix 1: Governance Structure

The work of the team is guided by the Felixstowe Forward Sponsor Group which consists of local government, business and community representatives.

Its work is informed by a number of local, district, county and regional strategies and plans.

### Role of Felixstowe Forward Sponsor Group (FFSG)

The role of the Sponsor Group is to:

Champion Felixstowe Forward by promoting its aims, objectives and activities to influence and inform district, county and regional policies and decisions

Confirm and evolve the vision of Felixstowe Forward

Ensure the vision is coherent, achievable and sustainable over a three year period

Oversee the development and delivery of a programme of activity for Felixstowe Forward

Oversee the Total-Place planning to inform programme of activity

Establishing the governance and appropriate management structure

Overseeing the publicity and marketing strategy for Felixstowe Forward to achieve local, regional and national profile

Make formal recommendations

Monitor progress

Promote excellence

Felixstowe Forward will work towards attracting external funding enabling schemes and improvements within the town promote organic and flexible governance that is responsive to need

Felixstowe Forward will pursue funding avenues via partner organisations for a working budget

Oversee the Forward Change subgroup/s

Membership of the Felixstowe Forward Sponsor Group includes:

Elected members, Suffolk Coastal District Council - Cllr G Holdcroft, Cllr A Smith

Elected members, Felixstowe Town Councillors - Cllr S Gallant, Cllr D Savage

Elected member, Suffolk County Council - Cllr G Newman, Cllr S Wiles

Communities and Localities Officer, Suffolk County Council - Alison Wheatland

Head of Economic Development and Regeneration, East Suffolk Councils – Paul Wood

Head of Communities, East Suffolk Coastal & Waveney District Councils - Nicole Rickard

Felixstowe Town Clerk, Felixstowe Town Council – Ash Tadrjishi

Felixstowe Forward Change Director – Helen Greengrass

Chairpersons from Felixstowe 'Forward Change' subgroups – Nick Barber (Tourism)

Representative from Port of Felixstowe – Paul Davey, Head of Corporate Affairs

Representative from Felixstowe Chamber of Trade and Commerce- Roger Abbott, Chair

Representative from Community Action Suffolk – Christine Abrahams, Director

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### Appendix 2: Operational Budget

Felixstowe Forward	2018/19	2019/20	2020/21
<b>Contributions</b>			
SCDC	75,000	75,000	75,000
FTC	20,000	20,000	20,000
<b>Total</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>

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