

APPENDIX 1 – ACTION PLAN

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE Short term up to March 2017 Medium term 2017-18 Long term 2019 onwards	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
Full Council						
FC1 (p.11)	To improve services to the public by encouraging members to develop their skills, by undertaking appropriate training	Felixstowe Town Council (FTC)	<ul style="list-style-type: none"> • Conduct a review of Councillor training needs and monitor this annually. • Induction programme for new Members. • Seminars/Workshops to inform topical issues. • Briefings/awareness sessions prior to making key decisions. 	Ongoing	Budget provision via 4030 Training reviewed annually and monitored by Personnel Committee/ Council	<p>Review of Councillor training carried out, training needs being identified with a Member Development Programme proposed to be introduced</p> <p>Media training to be arranged 2017/18.</p> <p>Induction programme for new member Cllr M Jepson (Nov 2016)</p> <p>Dementia Awareness training (Nov 2016)</p> <p>Defibrillator Training (Feb 2016)</p> <p>Additional briefings and information sessions have been received throughout the year.</p>
FC2 (p.12)	Support Outside Bodies	FTC	<ul style="list-style-type: none"> • Council appoints representatives to outside bodies (confirmed by Council at its Annual Meeting). • Council invites outside body representatives to address the Council on key matters of interest at Town Council meetings. • In order to facilitate 	Ongoing		<p>Representatives re-appointed to outside bodies (May 2017).</p> <p>Representatives of each outside body encouraged to report to Council at least once during Member's 4 year term.</p> <p>Felixstowe Forward provide an update on the Town Improvement Plan and activities at each Council meeting.</p> <p>Members and officers represent Council on other partnership bodies such as Landguard, Felixstowe Forward, SNT and CCTV.</p>

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			coordinated effort, set up working groups with other statutory and voluntary bodies, businesses, residents and other stakeholders as appropriate.			
FC3 (p.25)	To be well-informed about the needs and opinions of the town's residents and businesses by consulting them on major issues.	FTC	<ul style="list-style-type: none"> • Invite representatives of outside agencies to address the Council on key matters of interest at Town Council meetings. • Provide consultations for major issues. 	Ongoing		Community stakeholders invited to address Council throughout the year included: Felixstowe Beach Huts and Chalets Association, Pier developer, Suffolk Coastal District Council and Suffolk Constabulary. Regular news posts published on website, Twitter, and Facebook informing residents and businesses of issues affecting the area and corresponding consultations. Consultations promoted to the community included: FTC Draft Business Plan (June 2016) Crown Post Office closure (May 2016) Cycling on the Prom (April/May 2016)
FC4 (p.19)	Promote public participation in all Town Council meetings and initiatives.	FTC	<ul style="list-style-type: none"> • A Public Question Time is set aside of 15 minutes to enable members of the public to make representation or put questions to any one of our committees. 	Ongoing		Public session introduced at all public meetings from in 2016/17 (prior to this, Council was the only meeting where public in attendance were given an opportunity to speak). From May 2017 Public Questions further enhanced to become the first item of business on formal agendas for public meetings (previously the session was prior to rather than preceding formal business). Links to agendas welcoming public attendance are promoted via Twitter and Facebook when published online. Guidance provided to the public at meetings

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						and on website as to any rules on participation.
FC5 (p.25)	Deal with enquiries, complaints and fault reports from members of the public in a speedily, efficient, and satisfactory manner.	FTC	<ul style="list-style-type: none"> Ensure that enquiries, complaints and fault reports are acknowledged and dealt with accordingly, using the complaints procedure if necessary. 	Ongoing		<p>Complaints procedure was updated (10 May 2017).</p> <p>All enquiries are acknowledged and staff regularly resolve queries or issues directly if able, or pass on to relevant agency. Members routinely advise staff of issues raised directly with them and are supported to resolve.</p> <p>No formal complaints received in 2016/17.</p>
FC6 (p.25)	Be an effective custodian of the council's property and documents.	FTC	<ul style="list-style-type: none"> Ensure that all property is secure and adequate insurance is in place. 	Ongoing		<p>An insurance adequacy review was carried out with our Insurers in November 2016 and a further review was carried out by F&GP and the adequacy of insurance was confirmed at Council in March 2017.</p> <p>Asset Register was updated with up-to-date insurance valuations in May 2017.</p>
FC7 (p.25)	Ensure that the council is run in a legal and business-like manner.	FTC	<ul style="list-style-type: none"> Carry out annual policy and governance reviews, with any recommendations for changes to be agreed at the next Annual Town Meeting, or Council meeting. Adopt a Constitution to aid the control of policies and regulations. 	<p>Ongoing</p> <p>Short Term</p>		<p>Council Policies are reviewed throughout the year.</p> <p>A Constitution is in the process of being drafted which will include all policies and associated documents in one source.</p>

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FC8 (p.26)	Promote the highest standards of openness and transparency	FTC	<ul style="list-style-type: none"> • Ensure that as much information as possible is available online. • Protect sensitive and confidential information through an effective Data Protection Policy. 	Ongoing		<p>The website is updated regularly to ensure up to date information is always available.</p> <p>Council re-approved its publication scheme and Freedom of Information policy in May 2017 which undertakes to make information available online.</p> <p>An Information Security Policy is renewed annually, it was renewed in February 2017, read and signed by all staff, securing sensitive credit card details.</p>
Finance & General Purposes Committee						
F&GP1 (p.8)	To evaluate progress against this Action Plan and review and update the Business Plan annually	FTC	<ul style="list-style-type: none"> • Review and update the Business Plan regularly (at least annually). • Evaluate progress against this action plan. • Produce regular updates on the Town Council website. 	Ongoing		<p>The first review of the Action plan is due to take place in May 2017.</p> <p>The Business Plan will be reviewed and updated during 2017/18, following which it will be published on the website and promoted using twitter and Facebook.</p>
F&GP2 (p.12)	To obtain the Local Council Gold Award	FTC	<ul style="list-style-type: none"> • Council to work towards obtaining the Local Council Gold Award. 	Short Term		Submission was made for the Local Council Gold Award in November 2016, feedback was received in April 2017, the working group is currently reviewing in preparation for re-submission.

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F&GP3 (p.23)	To set budget, monitor and publish details of the Council's finances	FTC	<ul style="list-style-type: none"> Continue to improve the budget setting and monitoring process and identify efficiencies. Ensure that monthly income and expenditure reports are regularly reviewed by Members. Ensure monthly I & E reports are published online together with details of all expenditure over £500. 	Ongoing		<p>Budget for 2017/18 was agreed by Council in January 2017, and a precept of £549,742 was set (Minute #407 of 11 January 2017).</p> <p>Income & Expenditure reports are reviewed by F&GP at every meeting, and published online every month alongside details of all expenditure over £500.</p>
F&GP4 (p.20)	Maximise Income	FTC	<ul style="list-style-type: none"> Seek to maximise income. Advertise and promote Town Council services. Set prices competitively. Regularly consider retention of assets which may be surplus to requirements. 	Ongoing		<p>Annual review of fees and charges was carried out for Allotments/Cemetery, Weddings & Venue Hire. A Cemetery brochure, Wedding & Felixstowe in Flower flyers have been produced during the year and circulated.</p> <p>Regular reviewing in line with working activities considers retention of assets which may be surplus to requirements. In 2016/17 some assets under the £500 requirement for the Asset Register have been disposed of and donated to local organisations e.g. Display boards were donated to Sea Cadets</p>
F&GP5 (p.21)	Keep Expenditure within budgets	FTC	<ul style="list-style-type: none"> Keep expenditure within budget. Any proposed new activities or services which require additional resources to be considered against any potential cost-savings, 	Ongoing		<p>Total expenditure against budget for the year was 100.8% and Council achieved an income of 105.6%, equating to a positive outturn against budget of £32,801. Any additional out-of-budget expenditure was agreed by Council.</p> <p>Total expenditure from budget for 2016/17 was £631,456, Total Income £706,876.</p>

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			<p>efficiencies or cuts to existing services, or funded from reserves.</p> <ul style="list-style-type: none"> All out of budget expenditure to be agreed by Full Council. 			
F&GP6 (p.21)	To adopt a risk-based approach to levels of reserves	FTC	<ul style="list-style-type: none"> Earmarked Reserves to be held in order to provide a balanced approach to capital expenditure, ie saving for future projects. General reserves to be held of between 3-9 months average working capital. 	Ongoing		<p>Spend against Earmarked Reserves was approved by Council e.g. the costs for the New Memorial Garden were taken out of the earmarked reserve 'Cemetery Projects.'</p> <p>Council reviewed Earmarked Reserves and approved transfers and movements in January 2017</p> <p>The General Fund at 31 March 2017 stood at £286,532 which is approximately 6 months average working capital.</p>
F&GP7 (p.23)	Ensure accounting and audit procedures are completed in a timely manner.	FTC	<ul style="list-style-type: none"> Monthly bank reconciliations to be completed. Quarterly audits to be completed shortly after the end of each quarter. VAT to be submitted every quarter. 	Ongoing		<p>Monthly bank reconciliations are completed and signed off quarterly by the nominated Councillor.</p> <p>During 2016/17 internal audits continued to be conducted quarterly. In the Quarter 2 audit, the Internal Auditor commended FTC for the way it is governed and managed, and suggested that Council consider reducing the frequency of its internal audits from quarterly to biannual.</p> <p>VAT was submitted on time every quarter.</p>
F&GP8 (p.23)	Risk Management	FTC	<ul style="list-style-type: none"> Review and maintain an up-to-date and effective Risk Management strategy (review at least annually). 	Ongoing		Risk Management strategy updated May 2017

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F&GP9 (p.24)	Policy and Strategic matters	FTC	<ul style="list-style-type: none"> • Review, Implement or recommend policies to Council on matters relating to: <ul style="list-style-type: none"> ▪ Insurance ▪ Risk management ▪ Financial control/audits ▪ Financial Regulations ▪ Standing Orders ▪ Investments ▪ Loans ▪ Long term plans and strategy ▪ Legal issues 	Ongoing		Policies are reviewed at least annually, published on the website and are available as per Council's Publication Scheme and Schedule.
F&GP10 (p.26)	To develop and publish a Community Emergency Plan (CEP) for Felixstowe.	FTC	<ul style="list-style-type: none"> • Document actions to be taken and resources to be mobilised by the Felixstowe Community Emergency Group, when assistance is requested from the emergency services, in response to a significant incident affecting Felixstowe and the surrounding area. • Provide a list of local people and resources which may be called upon during incidents of lesser significance, which would not normally trigger emergency plans, but have the potential to impact on the health and wellbeing of local 	Short Term		<p>The draft Community Emergency Plan for Felixstowe was initiated on 13 January 2017 in response to reported high risk of a flooding event. Actions taken were logged and retained.</p> <p>Community Emergency Plan being finalised, consultation with potential local resources identified is imminent..</p>

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			<p>residents.</p> <ul style="list-style-type: none"> Once CEP is complete, arrange regular reviews of to ensure it remains valid and up to date. Engage with other agencies responsible for Emergency plans affecting Felixstowe to ensure effective coordination. Identify opportunities to provide support and training on the CEP for key local stakeholders. 			
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Assets & Services Committee						
A&S1 (p.27)	Identify priorities for the town's 'community assets' (key community buildings and land).	FTC	<ul style="list-style-type: none"> Engage with the community to identify priorities for the town's 'community assets' Advise SCDC on the 'Community Asset list' and consider what opportunities there may be to protect and enhance these assets. 	Ongoing		<p>Beach Hut Review February 2017.</p> <p>Members and officers walking review of seafront resort assets with SC Norse in March 2017.</p> <p>Members engage with the community and bring any identified issues to Committee.</p> <p>Priorities and further engagement with community identified via Felixstowe Forward.</p> <p>Town-wide asset review being sought for 2017/18.</p>

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A&S2 (p.29-31)	Maintain Town Hall, Walton Community Hall and Broadway House	FTC	<ul style="list-style-type: none"> Continue to carry out regular maintenance on all Town Council owned buildings to ensure they are run in a safe and efficient manner. Ensure that all statutory testing is carried out on a routine and timely basis. Carry out an in-depth review of the operation of all Town Council owned buildings and endeavour to run it in the most cost effective manner for the benefit of local residents. 	Ongoing Ongoing Medium Term	Budget provision via 4170 Repairs & Maintenance Budget reviewed annually and monitored by Assets & Services Committee/ Council	<p>Staff re-organisation has resulted in a full time caretaker who (alongside the existing part time caretaker) is able to carry out regular maintenance and cleaning to all TC owned buildings.</p> <p>The full time caretaker received training in PAT testing in April 2017 and can now test all equipment throughout the Town Council owned buildings.</p> <p>New Blinds have been purchased for Walton Community Hall in March 2017 which have resulted in a much brighter addition.</p> <p>Heads of Terms for a renewed lease/licence arrangement for the use of Broadway House by FOPWA have been agreed.</p>
A&S3 (p.29-31)	Maximise usage of the Town Hall, Walton Community Hall and Broadway House	FTC	<ul style="list-style-type: none"> Encourage, through promotion and advertising the usage of the function rooms and Community Halls by advertising on the Town Council website, newsletters and press. 	Ongoing	Budget provision via 4471/101 Advertising & Promotion reviewed annually and monitored by F&GP Committee/ Council	<p>In April 2017 the website was updated to show the space inside Walton Hall & dimensions of the rooms were added.</p> <p>Promotion of the function rooms and community halls are regularly advertised in newsletters.</p>
A&S4 (p.29-31)	Support community-focused events and local non-profit organisations	FTC	<ul style="list-style-type: none"> Encourage community-focused events at the Town Council owned buildings in conjunction with other local organisations (liaising with FOPWA at Broadway House). 	Ongoing		The Community/Charity hire rate remains at a reduced charge for hirers. In 2016/17 a session rate was also introduced for a 4 hour session at a discounted rate to encourage regular hirers.

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			<ul style="list-style-type: none"> Continue to support local non-profit organisations by providing discounted venue hire. 			
A&S5 (p.32)	Maintain and further develop Felixstowe Cemetery	FTC	<ul style="list-style-type: none"> Continue to improve site maintenance at the Cemetery. Plan and develop for additional capacity at the Cemetery. Consider the value of digitising cemetery plans and burial records. Develop a management plan for the operation of the Cemetery. 	Ongoing Medium Term Short Term Medium Term	Budget provision via 4170/205 Repairs & Maintenance, 4260/205 Equipment Purchases, reviewed annually and monitored by Assets & Services Committee/ Council. Assets & Services to consider use of 9040/900 Cemetery Projects Earmarked Reserve in any recommendation to Council.	<p>New Memorial Garden officially opened in April 2017.</p> <p>Tools are regularly maintained and updated to ensure good health and safety practice and greater improvement to site maintenance at the Cemetery. Staff training is up to date to ensure that each piece of machinery is maintained in the correct manner.</p> <p>In 2016/17 a new Urn/Ashes Block M and New Memorial Garden were created.</p> <p>Investigations are currently being made into cemetery digitisation packages.</p> <p>Work to develop a management plan for the operation of the cemetery will be instigated during 2017/18.</p>
A&S6 (p.33)	Maintain and improve Felixstowe Town Council's 5 allotment sites	FTC	<ul style="list-style-type: none"> Analyse local demand for allotment plots and respond to the level of need when appropriate. Maximise opportunities for leasing allotment plots, through maintaining regular 	Ongoing	Budget provision via 4170/205 Repairs & Maintenance reviewed annually and monitored by	<p>Regular reports on need, viability and popularity of Council's existing allotment sites are regularly bought to committee.</p> <p>Weed suppressant geotextile material is being laid down to minimise the need for repeated maintenance on empty plots.</p>

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			<p>inspections and taking any necessary remedial action if plots are found to be unused or in contravention to the rules of the lease.</p> <ul style="list-style-type: none"> • Regularly review waiting lists. • Hold regular meetings with the Felixstowe Society of Allotment and Leisure Gardeners (FSALG) to consider actions for improving sites. • Liaise with the FSALG when plots become vacant in order to minimise waiting list times. • Promote availability of allotments, and provide information about allotments on the Town Council website. • Maintain and improve security at each allotment site. • Be vigilant to rubbish abandoned on allotments, in particular with asbestos and chemicals, and dispose in an appropriate manner, using specialist contractors if required. 		Assets & Services Committee/ Council	<p>Waiting lists are regularly reviewed, and matched with enquirers wishing for plots at various sites.</p> <p>Regular meetings have been held with FSALG (every 2-3 months throughout the year) and resulted in better communication and FTC have been able to consider actions for improving sites. Roadways and pathways have been refurbished during 2016/17.</p> <p>New informal car parking provision developed at Ferry Road allotments.</p> <p>Open days held by FSALG to promote allotments</p> <p>After a recent Asbestos awareness course for Cemetery staff, asbestos found on one site has been disposed of by specialist contractors.</p> <p>Allotment sites are regularly monitored for rubbish and abandoned materials disposed of accordingly.</p>
A&S7 (p.34)	Maintain and upkeep Peewit	FTC	<ul style="list-style-type: none"> • Seek to introduce a management plan for 	Medium Term		Tree works undertaken following a stock and condition survey of all trees on Council-

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	Hill		Peewit Hill			owned land. In 2017/18 Assets and Services Committee will consider the need to and requirements of introducing a management plan for Peewit Hill.
A&S8 (p.35)	Support Play Equipment initiatives and Parks in Felixstowe	SCDC	<ul style="list-style-type: none"> Consider opportunities for improvements to play and leisure facilities throughout the town and work with partners to ensure that play equipment provides a healthy and safe environment for all users. Work with partners to improve existing sports facilities, such as the quality of the football pitches. Promote information about the facilities available in the town's parks. Aim to increase public participation in outdoor activities. Encourage local groups to help improve community areas Support SCDC to improve dog fouling enforcement in the town including all parks. Purchasing dog bins when a need is identified. 	Ongoing	<p>Assets & Services Committee to consider use of 9070/900 Play Equipment Earmarked Reserve in any recommendation to Council</p> <p>Budget provision via 4605/301 Litter/Dog bins reviewed annually and monitored by Civic & Community Committee/ Council.</p> <p>Assets & Services Committee to consider use of 9035/900 Recycling Credits Earmarked</p>	<p>A meeting with Norse has highlighted issues with existing play equipment. Although Parks and play equipment are currently in the remit of Suffolk Coastal District Council, FTC will continue to consider opportunities for improvements to both play and leisure facilities.</p> <p>An occasional Grant was given in 2016/17 to Felixstowe & Walton United Football Club towards the construction of their new build clubhouse & changing rooms</p> <p>The Youth Forum decided to use their budget to contribute to an Open Air Cinema due to take place on the new Beach Events area on 29 July 2017.</p> <p>Clean for Queen held with members of the public cleaning an area in the town centre. The Great British Spring Clean also promoted on website to encourage community groups to improve areas of the town.</p> <p>Three new bins were provided and one re-positioned to locations around Felixstowe this year. A review of all the dog litter and waste bin locations will be carried out during 2017/18.</p>

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					Reserve in any recommendation to Council.	
A&S9 (p.36)	War and Flood Memorials	FTC	<ul style="list-style-type: none"> Maintain and clean the memorials in a sensitive manner Support the continued remembrance for all those who gave their lives in active service and those who lost their lives in the floods of 1953 	Ongoing	Assets & Services Committee to consider use of 9025/900 Asset Repairs & Replacement Earmarked Reserve in any recommendation to Council.	<p>Local primary schools were invited to participate on Armistice Day for the first time and will be included in the future.</p> <p>The Deputy Town Clerk has attended a War Memorial Workshop and will shortly be bringing a report to Assets and Services regarding carrying out and submitting a condition survey, and if appropriate applying for any possible War Memorial funding to renovate the war memorial.</p>
Civic & Community Committee						
C&C1 (p.38)	Support Youth Activities in the town	FTC	<ul style="list-style-type: none"> Continue to promote the value of the Youth Forum with local schools and youth service providers. Actively encourage youth participation in community initiatives through the work of the Youth Forum. Provide Grants for youth organisations 	Ongoing	<p>Budget provision via 4675/301 Youth Forum, 4620/302 Annual Grants and 4655/302 Occasional Grants reviewed annually and monitored by Civic & Community Committee/ Council</p> <p>Civic & Community</p>	<p>Marked increased attendance at Youth Forum, including schools from Trimley.</p> <p>The Youth Forum's budget for 2015/16 helped to provide the free Ice Rink for Christmas 2016 and their budget for 2016/17 will provide an open air cinema on 29 July 2017.</p> <p>The Schools in the Youth Forum have been working on the Junior Road Safety project, after a visit by the Suffolk County Council Road Safety Officer.</p> <p>During 2016/17 grants have been given to local Pre-school and Youth Group</p> <p>Council continued its support of Level Two Youth Project with an Annual Grant of</p>

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					Committee to consider use of 9075/900 Community Fund Earmarked Reserve in any recommendation to Council	£10,000.
C&C2 (p.39-40)	Support Mayoral and Civic Events	FTC	<ul style="list-style-type: none"> Regularly review civic events to ensure their continued improvement. Support the community in celebration and commemoration of key local and national events. Continue to recognise contributions to the community made by individuals, young people and organisations in the town at the annual Civic Awards evening. 	Ongoing	Budget provision via 4530/301 Civic Events, 4530/301 Civic Awards and 4505/301 Mayoral Allowance reviewed annually and monitored by Civic &	<p>Over 220 Mayoral engagements in 2016/17.</p> <p>With the addition of the new flagpole next to the Town Hall the Mayor and Council have been able to commemorate national events including the Commonwealth Day.</p> <p>The 2017 Civic Awards evening was highly attended and only just fitted into the Council Chamber. New plans are being made for 2018 where the Civic Awards will be held in conjunction with the Annual Town Meeting at a larger venue to encourage more public participation.</p>
			<ul style="list-style-type: none"> Promote the work of the office of the Mayor of Felixstowe. 		Community Committee/ Council	Community groups are encouraged to invite the Mayor to get involved in either presenting a cheque or ceremonially launching a project which achieved grant funding from the Town Council. The work of the Mayor is publicised online and in the newsletter.
C&C3 (p.41)	Promote Tourism	Felixstowe Forward, SCDC & FTC	<ul style="list-style-type: none"> Support the establishment of a local initiative to support safe, successful events and promote the town. Work closely with Felixstowe 	Ongoing		<p>FTC is part of the Tourism sub-group which meets regularly to support and work alongside bodies and organisations to help promote the town as a tourist attraction.</p> <p>In March 2017 Tourism week was launched</p>

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			<p>Forward to achieve their current objectives.</p> <ul style="list-style-type: none"> • Work with Felixstowe Forward and any other representative body to improve access to external funding. • Work closely with neighbouring bodies and organisations to promote the town as an exciting visitor attraction. 			<p>at the Town Hall, in conjunction with Felixstowe Forward.</p> <p>Visit Felixstowe CIC incorporated in Feb 2017.</p>
C&C4 (p.41)	Support Community Events	FTC, Felixstowe Forward, SCDC & Community Groups in Felixstowe	<ul style="list-style-type: none"> • Consider how best to fund and support community events. • Host information about local clubs and societies on the Town Council website or provide up to date links to other websites which promote local events • Promote key local events through the Town Council's media channels. • Work with SCDC, SCC and other stakeholders to influence the improved scheduling of any externally run events and to encourage better management of problems/issues. 	Ongoing	Budget provision via 4620/302 Annual Grants and 4655/302 Occasional Grants reviewed annually and monitored by Civic & Community Committee/ Council	<p>A new events facility is currently being worked on for the website, which will advertise local clubs and societies with links to each organisation's website. It will be more community based than the events which are currently being promoted on the Visit Felixstowe website which is designed more for visitors to Felixstowe.</p> <p>FTC approved significant sponsorship towards the Armed Forces weekend and is promoting this key event alongside other local events both online, and through posters and newsletter articles. FTC is working with SCDC and SCC to ensure that the event runs smoothly.</p> <p>FTC has also given grants and supported local events including Art on the Prom, Felixstowe Carnival, Felixstowe & District Horticultural Show 2016, the Book Festival and the first Felixstowe Kite, Craft, Kids & Car Festival</p>
C&C5	Monitor the	SCDC	<ul style="list-style-type: none"> • Monitor the provision of public 	Ongoing		FTC regularly directs enquiries and issues

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(p.41)	provision of Public Toilets		toilets and work with SCDC to consider how facilities may be improved.			reported by members of the public to SC Norse.
C&C6 (p.42)	Support Town Twinning and Fairtrade Forum	FTC Felixstowe Wesel Association & Salzwedel Partnership Association , Fairtrade Forum	<ul style="list-style-type: none"> Continue to support the established Town Twinning Associations and Fairtrade Forum. Maintain and enhance existing relationships between the twin towns through the receiving and making of annual Civic visits. Promote cultural/school/ educational/sporting links by local organisations and individuals. Raise awareness of twinning and Fairtrade throughout the town. 	Ongoing	Budget provision via 4511/301 Town Twinning, reviewed annually and monitored by Civic & Community Committee/ Council	<p>FTC supported both Wesel Twinning Association and Salzwedel Twinning Association with small grants during 2016/17 and continues to support the established relationship between the towns.</p> <p>The Bürgermeisterin attended the Mayor's Ball with other visitors from Wesel, and Carnival Courts from Wesel came over for the Carnival in the Summer.</p> <p>Members of the Wesel Association went to the Conference for all the Twinning associations in the UK.</p> <p>Felixstowe Fairtrade have been working in local schools and have attended Youth Forum.</p>
C&C7 (p.43)	Support Christmas Celebrations	FTC, Felixstowe Lions Club	<ul style="list-style-type: none"> Provide funding to Felixstowe Lions Club towards the provision of the Christmas lights. Formally request SCDC to provide free car parking for the day of the Christmas light switch on event. Promote local Christmas events through all means available. Seek to provide an ice rink annually in the town centre in the run up to Christmas. 	Ongoing	Budget provision via 4645/301 Christmas Lights, reviewed annually and monitored by Civic & Community Committee/ Council.	<p>An Ice rink was successfully brought to the town for the second year running and funding has been arranged for its third year.</p> <p>Council approved continued funding towards Christmas lights in January 2017.</p> <p>Felixstowe Unwrapped was launched which included 4 late night shopping evenings in the 4 weeks up to Christmas.</p> <p>Free car parking was arranged for both the late night shopping and Christmas light switch on.</p>

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					consider use of 9075/900 Community Fund Earmarked Reserve in any recommendation to Council .	Promotion for Christmas events was made both online and in the newsletter.
C&C8 (p.44)	Support local non-profit organisations through Occasional and Annual Grants	FTC	<ul style="list-style-type: none"> Regularly review the grant policy in terms of assessing the likely impact of the grant. Increase active promotion of the Occasional Grants scheme on the Town Council website, newsletters and in the press. Request feedback from successful grant applicants to evaluate the success of their projects. 	Ongoing	Budget provision via 4620/302 Annual Grants and 4655/302 Occasional Grants reviewed annually and monitored by Civic & Community Committee/ Council.	<p>Grants pot increased to £25,000.</p> <p>Promotion increased by emailing over 100 local organisations and promoting in newsletter and online.</p> <p>Feedback forms received for grants 2016/17.</p>
C&C9 (p.45)	Improved Communication	FTC	<ul style="list-style-type: none"> Continue to develop the Town Council website providing detailed information about the Town Council and also signposting people to partners and other service providers. Post regular news of Town Council initiatives on the website, social media and newsletters. Review and improve other methods of distribution for 	Ongoing	Budget provision via 4483/304 Website, 4420/304 Newsletter Print and 4421/304 Newsletter distribution reviewed annually and monitored by Civic &	<p>Regular posts on twitter, Facebook and the website continue to promote and share information about the Town Council and signposts to other partner organisations.</p> <p>The second newly developed Annual Report covering the year 2016/17 has been released and published on the website and will be circulated to a variety of places such as Walton Community Hall, Cemetery, the Library, doctor's and dentist surgeries.</p> <p>The noticeboards are regularly updated with</p>

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
			<p>Town Council news.</p> <ul style="list-style-type: none"> • Produce and share an Annual Report covering Town Council activities during the previous twelve months at the Annual Meeting. • Endeavour to maintain the current frequency and standard of the newsletter. • Keep up a dialogue with local groups/associations/residents to obtain interesting and relevant articles for publication. • Regularly update the noticeboards with Town Council communications. • Continue to review the Council's information and communication needs. 		Community Committee/ Council	both Council business and promotion of community events.
C&C10 (p.46)	To provide flower baskets, troughs and bedding plants throughout Felixstowe	FTC, SCDC, Norse	<ul style="list-style-type: none"> • Continue to support SCDC in providing bedding plants at the Triangle and on the Seafront. • Investigate opportunities to further develop the Felixstowe in Flower scheme including: <ul style="list-style-type: none"> • Seek to expand participation from schools, community groups and individuals of all ages. • Continue to investigate and contact any potential new sponsors in order to 	Ongoing	Budget provision via 4640/305 Floral Bedding and 4290/303 Flowers & Containers reviewed annually and monitored by Civic & Community Committee/ Council	<p>FTC continues to support SCDC in providing the plants and flowers along the seafront and in the centre of town at the Triangle.</p> <p>The Mayor, Chair of Civic & Communities & Cemetery & Allotments Officer have attended local schools promoting Felixstowe in Flower.</p> <p>A working group was set up to consider further promotion and enhancement of Felixstowe in Flower. As a result, a new style launch has been planned for Saturday 17th June 10am – 12 noon at the Triangle. Sunflower plants will be given out and a</p>

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			<p>gain funds to enhance the flower provision within the town.</p> <ul style="list-style-type: none"> Investigate opportunities for further enhancements to the scheme, 			<p>competition to judge the best Councillor's pot display will take place.</p> <p>New self-watering planters were purchased and erected between Bent Hill and the Shared Space scheme and were so successful in 2016/17 that all planters have been replaced by the new self-waterers and this has resulted in savings of approx. £3,000 in watering costs which were contracted to SCNorse as watering is being trialled in 2017/18 by being carried out in-house by Grounds staff.</p>
C&C11 (p.47)	Remembrance	FTC	<ul style="list-style-type: none"> Liaise with local clergy and Royal British Legion to oversee the smooth running and organisation of the remembrance events. Publicise on the website, newsletters and in the press. Request that SCDC allow parking restrictions to be lifted at Pier Bight and Convalescent Hill car parks between 9am and 1pm for those attending the Remembrance Commemorations. 	Ongoing Annually	Budget provision via 4531/301 Remembrance Day reviewed annually and monitored by Civic & Community Committee/ Council	<p>Regular liaison and planning takes part to ensure a smooth running and organisation of the remembrance events. After the success of inviting school children on remembrance day 2016, this will be continued next year.</p> <p>A review of the schedule and organisation for the collection of wreaths was undertaken and implements to make this process easier from 2017 onwards.</p>

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C&C12 (p.48)	To support Community Policing and Safety	Safer Neighbour- hood Team (SNT), Suffolk Constab- ulary, FTC	<ul style="list-style-type: none"> Continue to work with SNT and Suffolk Constabulary to share information on local crime and safety issues. This includes Suffolk Constabulary being invited to attend Town Council meetings and the Town Council forwarding any enquiries and concerns submitted to them by local residents. Keep residents informed of local policing matters. Facilitate access to the Police by including Police contact information on the Town Council's website. Hold the Police and Crime Commissioner for Suffolk to account by reviewing and responding to local policing strategies on behalf of local residents. Maintain and evaluate CCTV provision. 	Ongoing	Budget provision via 4600/301 CCTV reviewed annually and monitored by Civic & Community Committee/ Council	<p>FTC continues to host the SNT meeting with representatives from FTC attending. Suffolk Constabulary are invited to Council meetings and Civic & Community meetings.</p> <p>FTC regularly forward enquiries and concerns from local residents to Suffolk Constabulary.</p> <p>Following operational changes and concerns about burglaries, Council wrote to the Police and Crime Commissioner for Suffolk to request a reponse.</p> <p>FTC are hosting a public meeting in Felixstowe as part of a series of meetings across the county on Tuesday 23rd May which gives an opportunity for the public to ask questions of the Commissioner and the Constabulary, and to find out more about policing in the area.</p> <p>Regular meetings are held by the CCTV working group with the CCTV provider and Suffolk Constabulary. This enables Council to evaluate the CCTV provision. An infra-red camera has recently been on trial in the Seafront Gardens which has aided visibility of the area at night.</p>

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Planning & Environment Committee						
P&E1 (p.49-50)	To review and respond to consultations on matters relating to planning or the local environment	FTC, SCDC	<ul style="list-style-type: none"> Continue to comment on all key strategic planning documents and consultations that affect Felixstowe, ensuring that the Council's knowledge and understanding of the local context is taken into account in planning decisions. Review the way in which planning applications are reviewed, ensuring that its recommendations are robust and clear Continue to establish close working relations with SCDC, Planning Officers and Members on the Planning Committee, in order to ensure that the needs and best interests of Felixstowe are taken into account in planning decisions. Lobby regional, County and District authorities to ensure Felixstowe is fairly served in respect of urban, and other, infrastructure. Ensure that the Town Council's views are appropriately represented at 	Ongoing		<p>During 2016/17 the Planning & Environment Committee considered a total of 230 local planning applications. It was noted that 92% of the decisions made by the planning authority over this time (211 of 230 reported applications); Suffolk Coastal District Council has supported the recommendation of the Town Council's Planning & Environment Committee.</p> <p>On 26th January 2017 the Felixstowe Peninsula Area Action Plan was formally adopted as part of the Suffolk Coastal Local Plan. Council was pleased to have had significant input in to this document, which will now be used to support the determination of planning applications and any subsequent appeals.</p> <p>Committee responded to several consultations during the year including the White Paper "Fixing our broken housing market" which sets out plans to reform the housing market and increase the supply of new homes.</p>

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
			<p>the District Council's Planning Committee.</p> <ul style="list-style-type: none"> • Work with SCDC to review retail mix in Felixstowe. • Consider options for proactively targeting specific new businesses which meet the needs of local residents and support the economic sustainability of Felixstowe. • Carefully consider applications for works to protected trees and in Conservation Area. 			
P&E2 (p.50)	Encourage local residents to participate in any strategic planning consultations which impact upon Felixstowe.		<ul style="list-style-type: none"> • Publish Planning & Environment Agendas on noticeboards and website. • Encourage enquiries from local residents to write in with their views or attend the Planning & Environment Meeting and participate in the public speaking session. 	Ongoing		<p>Planning & Environment Agendas continue to be put on the noticeboard and on the website one week before each meeting.</p> <p>During the last year Council has been consulted on a number of major planning applications. Council has used larger venues to consider these applications and this has enabled significant numbers of members of the public to attend and be able to express their opinions.</p> <p>Felixstowe Chamber of Trade and Commerce now routinely included in agenda distribution list.</p>

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
P&E3 (p.50)	To establish a policy for the use of receipts from the Community Infrastructure Levy (CIL)		<ul style="list-style-type: none"> Make recommendations to Council as to the use of receipts from CIL to enhance infrastructure facilities within the town. 	Medium Term	Income is in Earmarked Reserves 9100/900 Community Infrastructure Levy Earmarked Reserve.	Council has created an earmarked reserve 9100/900 and receive CIL payments from SCDC totalling £911 in 2016/17. Council will be considering how to put these funds towards projects which will enhance infrastructure within the town.
P&E4 (p.50)	Partnership working with regards to business rates		<ul style="list-style-type: none"> Work with SCDC to determine and ensure the best use of any retained business rate income in accordance with national policies. 	Ongoing		N/A at this time.
Personnel Committee						
P1 (p.51)	Improve services to the public by encouraging staff to develop their skills, by undertaking appropriate training	FTC	<ul style="list-style-type: none"> To develop an annual training plan based on the needs identified from Staff Appraisals. 	Ongoing	Budget provision via 4030/101 Training reviewed annually and monitored by Personnel Cttee/ Council	<p>Training has taken place for all staff based on their training needs identified from staff appraisals. Individual Officers have received IT Training, Health & Safety training. Two members of staff are currently studying for an NVQ.</p> <p>Personnel Committee to widen annual training plan to longer-term Professional Development Plans.</p>
P2 (p.51)	Staff Development	FTC	<ul style="list-style-type: none"> Review the staffing structure and budget on an annual basis, making recommendations to Council. Review and authorise amendments to the staffing 	Ongoing	Budget provision via 4000, 4001 & 4002 Employee Salaries, Employer NI,	In November 2016 Council carried out a staffing review, resulting in a new staffing structure being introduced from January 2017.

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
			<p>structure, grades and/or terms and conditions of employees in-year within the salaries budget set by Council or to otherwise make recommendations to Council.</p> <ul style="list-style-type: none"> Develop staff through induction, appraisals and approved training programme. 		<p>Employer Pension Contribution reviewed annually and monitored by Personnel Committee/ Council. Personnel Committee to consider use of 9090/900 Staffing Reserve Earmarked Reserve in any recommendation to Council</p>	
P3 (p.51)	To ensure management of Health & Safety and the Council's corporate responsibilities as an employer	FTC	<ul style="list-style-type: none"> Regularly review policies relating to staff and health and safety. Ensure training programme includes all health and safety matters. Ensure all equipment and PSE is provided to employees for Health and Safety. Consider what wider benefits the town Council is able to offer staff in order to be considered an 'employer of choice' locally. Where possible, provide opportunities for 	Ongoing	<p>Budget provision via 4030 Training reviewed annually and monitored by Personnel Committee/ Council</p>	<p>All members of staff have received First Aid, training in November 2016 and 7 staff have received Health and Safety training March 2017.</p> <p>Since the reorganisation project has now completed, Committee have agreed that a full-scale review of all staffing policies, terms and conditions, and contractual arrangements should now be explored in order to achieve this objective.</p>

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
			apprenticeships.			
Highways Advisory Committee						
HAC1 (p.52)	Work with Suffolk County Council (SCC) on Highways Matters	SCC Highways, FTC	<ul style="list-style-type: none"> • Work with SCC on a long-term plan for road and pavement repairs in the town, including effective maintenance of roadside verges and appropriate and well-maintained signage. • Continue to collate and forward reports of dangerous kerbing or pavements to SCC. • Liaise with SCC to influence scheduling of major roadworks so that, as far as possible, disruption to residents is minimised and peak visitor periods are avoided. • Lobby SCC to ensure that adequate budget is set aside for ongoing maintenance within any future capital works. • Liaise with SCC to introduce road and pedestrian safety schemes 	Ongoing		<p>Surface dressing on Exmoor Road, Taunton road and Manor road has been carried out. Grange Farm Avenue service road, Wadgate Road/Grange Road roundabout, Maidstone Road and Seaton Road roundabout, Hamilton Gardens and Vicarage Road have been resurfaced. Pavement resurfacing has been carried out in St Georges Road, Chaucer Road, York Road, Charles Road and the promenade between Maybush Lane and Bath Tap.</p> <p>Traffic calming on Wadgate Road has been carried out.</p> <p>Three new arrival road signs have been installed to replace the existing faded ones.</p> <p>FTC continues to work with SCC Highways throughout the year and uses the Highways Advisory Committee as a springboard to discuss and chase up concerns from members of the public.</p>
HAC2 (p.52)	To assist the public with	SCC, FTC	<ul style="list-style-type: none"> • Provide clear information on the Town Council website to 	Ongoing		Clear information is provided under SCC, to enable members of the public to report any

REF	OBJECTIVE	LEAD/ PARTNERS	ACTIVITY	TIMESCALE	BUDGET REQUIRED	COMMENTS / DATE COMPLETED
	reporting highway and pavement faults.		provide guidance on how to refer highways matters to SCC.			highway or pavement faults or to check that something has been reported.
HAC3 (p.52)	Ensure there is an adequate number of gritting bins for winter conditions, and forward volunteer names to SCC.	SCC, FTC	<ul style="list-style-type: none"> • Work with SCC to supply and maintain an adequate number of winter gritting bins and advise on appropriate locations. • Forward a list of volunteer names to SCC for insurance purposes. 	Ongoing		A list of volunteer names has been given to SCC for insurance purposes and reviews and requests for gritting bins are considered throughout the year.
HAC4 (p.52)	Work with SCC to ensure an acceptable provision of Street lighting	SCC	<ul style="list-style-type: none"> • Identify areas where improvement of street lighting is necessary and liaise with SCC to provide this; also to encourage energy efficiency measures for existing street lighting. 	Ongoing		Street lighting is monitored by Councillors in their own wards and deficiencies are reported via Highways when necessary throughout the year.
HAC5 (p.53)	Support improved standards of cleanliness across the town	Norse, SCDC	<ul style="list-style-type: none"> • Liaise with Suffolk Coastal Norse to improve the quality of the street cleaning. • Continue to monitor the effectiveness of litter collection services in the town and raise any concerns with Suffolk Coastal Norse. • Work with SCDC to ensure local complaints are directed to Suffolk Coastal Norse and addressed in a satisfactory time and manner. • Promote and facilitate 'Beach 	Ongoing		<p>Concerns raised with SCNorse when litter and cleanliness problems occur.</p> <p>Clean for Queen held with members of the public cleaning an area in the town centre.</p> <p>The Great British Spring Clean and Love East Suffolk Cleaning initiative was also promoted on our website to encourage community groups to improve areas of the town.</p>

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			<p>Clean' days on the Town Council website and in our newsletters when applicable.</p> <ul style="list-style-type: none"> • Signpost interested community groups and individuals to SCDC for support with community litter picks. 			
HAC6 (p.54)	Support partners with provision and upkeep of Public Footpaths	SCC	<ul style="list-style-type: none"> • Liaise with relevant partners, such as SCC, to improve the signage and quality of public footpaths/rights of way. 	Ongoing		Work is currently underway to arrange for a public footpath 34 cycle track from the back of Haven Health surgery and along by the skate park.
HAC7 (p.54)	Attempt to secure a more effective and affordable public transport service which better meets the needs of Felixstowe's residents and workers.	SCC, Bus operators, East Suffolk Lines Community Rail Partnership , Travelwatch	<ul style="list-style-type: none"> • Liaise with suitable partners, such as Suffolk County Council and the bus operators to improve services. • Consider the provision of bus shelters if a need is identified. • Lobby for improvements to the passenger rail service, directly and through its membership on the East Suffolk Lines Community Rail Partnership. • Work with the local Travelwatch group to identify issues and opportunities for public transport improvements 	Ongoing	Budget provision via 4095/301 Honoraria (Transport Liaison Officer) reviewed annually and monitored by Personnel Committee/ Council	<p>Members are representatives on the East Suffolk Lines Community Rail Partnership and Felixstowe Travel Watch and attend meetings during the year.</p> <p>Bus shelters have been replaced outside the Half Moon pub, Walton, on Gosford Way, Felixstowe and at Coronation Drive/Anne Street.</p>

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HAC8 (p.54)	Strive to protect residents' needs for street parking and seek affordable car parking for residents, local workers and visitors	SCDC	<ul style="list-style-type: none"> • Monitor car parking tariffs and lobby for reasonable rates. • Encourage SCDC to operate an affordable parking permit scheme for residents, where necessary. • Encourage SCDC to ensure Felixstowe car parking income is used to the benefit of Felixstowe. • Consider how planning for any future housing developments includes adequate provision for parking. • Advise event coordinators to consider parking provision when holding events. • Support SCDC in the devolvement of parking enforcement from the County Council. 	Ongoing		<p>Parking enforcement remains an issue. FTC understands that residents parking schemes will be considered in conjunction with the implementation of Civil Parking Enforcement in 2018/19.</p> <p>Planning & Environment Committee consider provision for parking when reviewing planning applications.</p>
Felixstowe Forward						
FF1 (p.57)	Work closely with Felixstowe Forward to achieve their current objectives		<ul style="list-style-type: none"> • Work with Felixstowe Forward and any other representative body to improve access to external funding. • Work closely with neighbouring bodies and organisations to promote the town and area as an exciting visitor attraction. 	Ongoing		<p>FTC have been working closely with Felixstowe Forward to help form a Community Interest Company(CIC). FTC has a keen interest in seeing the CIC develop and support the long term sustainability of visitor services within the town. Initial members are drawn from the organisations that contribute the greatest benefit to the town's visitor economy and who have the most to gain from a coordinated approach and shared</p>

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						experience and knowledge.
FF2 (p.58)	Encourage and promote economic and commercial vitality of the town to support its future prosperity and sustainability	Felixstowe Forward, SCDC	<ul style="list-style-type: none"> Support the concept of a 'Town Team' or Business Improvement District for Felixstowe, to facilitate coordination of town centre initiatives working in partnership with Felixstowe Forward <p>Work in partnership to develop commerce and light industry for enhanced employment opportunities in the town.</p> <ul style="list-style-type: none"> Work in partnership to encourage a vibrant retail mix and to encourage the reduction of vacant retail units. Promote and support entertainment and the arts. Promote the town and encourage tourism (including the promotion of Felixstowe as a 'Great Day by the Sea.' 			<p>The Town Centre Partnership which includes retailers from the town centre is going well, and the new structure of the Chamber of Commerce it is hoped will enable partnership working to develop new opportunities.</p> <p>FTC supports the concept of Business Improvement District (BID) for Felixstowe and is working in partnership to explore opportunities that becoming a BID would initiate.</p> <p>Town Clerk attended Future High St conference in Nottingham (March 2017).</p> <p>Town-wide events and tourism promoted online, via posters and newsletters.</p> <p>Officers and Members attend various meetings in support of tourism and retail.</p> <p>With support of the Town Council, links are being fostered between the Chamber of Trade and Commerce and contacts in Wesel.</p>