



Ipswich Borough Council  
Corporate Strategy

# PROUD OF IPSWICH:

*Championing our community and revitalising our town*





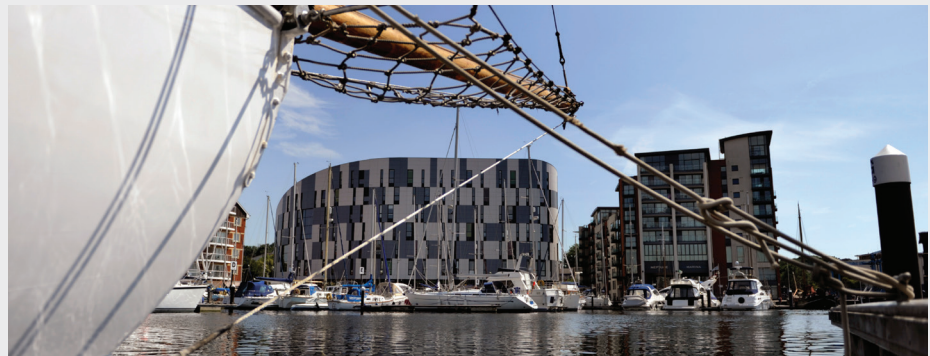


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*Ipswich is special.  
We understand the pride  
people have in our town  
because we share it.*



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# FOREWORD

We are proud of Ipswich and are determined to champion our community and revitalise our town. This strategy outlines how this will be achieved.

Ipswich is special. We understand the pride people have in our town because we share it. So, we want everyone in Ipswich to benefit from a thriving local economy and be able to rely on efficient and effective local public services.

Since our last corporate plan, 'Building a better Ipswich', was put into action in 2017, much has changed in the borough. We have revamped the Cornhill, reduced the council's greenhouse gas consumption, and invested in our much-loved parks and open spaces.

We have invested almost £10 million in improving council homes, subsidised local bus routes to the tune of £600,000, and secured millions of pounds of investment to redevelop Ipswich Museum.

Ipswich now boasts the fifth fastest growing economy in the UK and is in the top 10 cities and towns when it comes to opportunities for start-up companies.

The £25 million Towns Fund, that we have worked in partnership to secure, is set to deliver improved public realm, improved skills, waterfront development and a greener town centre.

And we have been proud to do everything in our power to support residents and businesses through COVID and the cost-of-living crisis.

We recognise that these are challenging times for our residents, and we need to work hard to make sure the town realises its potential, particularly given the national and international economic conditions.

Over the coming years, we will devote all the council's attention and resources to making our town a place where everyone can thrive.







This will mean working with everyone who has a stake in our town to ensure the success of our people. We will work with partners such as Suffolk County Council, Ipswich Central and the University of Suffolk to make sure the government and investors know that Ipswich is a city in waiting and an attractive place for investment. And for them to see us as an enabling council.

Over the coming years, we will devote the council's attention and resources to making our town a place where everyone can have a good quality of life.

Against a backdrop of budget pressures, a rise in demand and ever-increasing technological change, this means the council will need to change the way that it does things to focus on a better future.

This can only be achieved by working with our residents to create a community where people in Ipswich are healthier, in good jobs and living in quality homes.

To achieve our aims, we need to be bold, take more risks and deliver change at a faster pace.

This strategy sets out a vision for an Ipswich Borough Council of the future, and how we will make that vision a reality.

I look forward to working in partnership with everyone who is proud of Ipswich and excited about our future.

**Councillor Neil MacDonald**  
Leader



# KEY FACTS

## about Ipswich

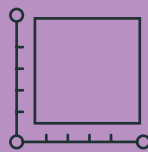


**139,642**

population

**15**

square miles



**61,660**

homes



**12,368**

socially rented  
homes

**1200**

acres of park



**38**

median age



**4.7%**

population  
increase from  
2011 – 2021

**£227,000**

average  
house price



**99.4%**

have access  
to superfast  
broadband



# KEY FACTS

about Ipswich Borough Council



**1269**

employees

**900**

FTE



**£21.8m**

net service budget



**50,007**

tonnes domestic  
refuse collected

**£103.918m**

turnover



**15,329**

tonnes recycled

**7284**

council homes



**£105.5m**

property portfolio



**182,362**

phone calls  
answered



**37,285**

online transactions



# WHAT YOU CAN EXPECT

We are **Proud of Ipswich**. We will take a leading role in Ipswich, **championing our community and revitalising our town.**

## Our priorities

### 01 A thriving Town Centre

We want to make Ipswich Town Centre the heart of our community. A place where everyone feels safe and welcome, and where people can shop, socialise, and experience brilliant culture, and access the services they need.

### 02 Meeting the housing needs of our community

We want to make sure that everyone in Ipswich has access to quality homes that they can afford to live in. To do this, we need more new housing. We will build council homes and work to attract good home builders to the area, as well as continuing to lobby the government to build more homes.

### 03 A carbon neutral council

The council will take practical and decisive action on the climate emergency and become a carbon neutral council by 2030.

### 04 Promoting community well-being and fairness in Ipswich

The council will work with our partners to tackle inequalities, improve people's health, and make sure that everyone has access to the parks, culture, sport and local facilities which improve residents' quality of life.

### 05 A financially sustainable council providing good quality services

We will deal with financial challenges transparently and with the needs of residents guiding our decisions, continuing to provide a range of good quality, efficient and reliable services.





## Our mission

- To work with our community to shape the future and achieve a better quality of life for everyone
- To put customers at the heart of everything we do
- To lead, enable and collaborate with partners to achieve better outcomes for Ipswich
- To use data and insight to drive better outcomes
- To have a diverse, skilled, empowered, and customer centred workforce
- To provide accessible digital services
- To take transparent decisions which make a real difference to our community

# A VISION

## for the Ipswich Borough Council of the future

### *Our strategy: To champion our community and revitalise our town.*

Public services are facing the twin challenge of unprecedented cuts to funding and increasing demand. Ipswich is no different, with pressures on services and budgets rising every year.

The council is full of committed public servants determined to make a difference for our community. We have already made decisions which will bring change to the way we do things. Our recent customer access strategy sets out a significant step change to ensure residents shape the design and delivery of our services.

But there are many ongoing challenges. Poor health, a lack of skills and low incomes are the root causes of many problems in Ipswich. These are the things that undermine our residents' quality of life and ultimately lead to increased demand for council services.

To deliver a better future for our community we need to focus more on preventing problems and supporting residents to live better lives. This will mean a significant shift in what we do and where we put our energies. We also need to ensure the council's financial sustainability so that we can continue to meet the needs of our communities.

Over the period of this corporate strategy, we will work towards becoming a council that focuses on preventing the causes of poor health, a lack of skills and low incomes in our community. We will work hard to ensure that our residents enjoy the best quality of life that they can.

We will also make better use of data and evidence to ensure that we make good decisions which target our resources, and we will increase our use of technology to make our services easier to use and meet our residents' expectations.





To help guide this transformation, we have developed the following vision statements for the organisation:

- We will provide the best possible services for the people of Ipswich, but we recognise that we are more than a service provider and must become place leaders if we are to get the best for our town and everyone in it.
- We will work in partnership with our community to shape the future, and deal with the underlying issues that impact residents' quality of life.
- We will be community and people focused.
- We will be a council that takes a strategic approach to problems.
- We will enable staff to help achieve our goals.
- We will be bold. We will be proactive. We will be brave.
- We will take managed risks to help us achieve change for Ipswich.
- Officers and politicians will work together in an enabling partnership.
- Our collective leadership will work positively with stakeholders to get the best for Ipswich.



And to help us shape a new organisation, we have adopted the following value statements that will help to ensure we make consistent decisions about the way the organisation does things and is structured.

1. We will work with our community so that they shape their own future, and the council can support a better quality of life for everyone.
2. We will put customers at the heart of our thinking to provide timely and responsive services.
3. We will lead, enable, and collaborate with our partners to achieve better outcomes for Ipswich.
4. Our work will be informed by sound business intelligence, data analytics and insight that enables us to reduce demand and deliver better outcomes for our community.
5. We will have a skilled, empowered and customer centred workforce drawn from, and reflective, of the community we serve.
6. Our technology systems, applications and infrastructure will be designed to enable our services and provide excellent data to inform decisions.
7. Our governance will be strong and enabling, ensuring we take transparent decisions which are joined up, compliant, and ultimately, make a real difference to our community.

# A THRIVING TOWN CENTRE

## thriving

*adjective*

*prosperous and growing; flourishing.*



The council is determined to continue to revitalise the town centre and we have made it our number one priority.

As the County Town, Ipswich has long been the centre of Suffolk's retail and entertainment offer. As the country's economy has changed and the pace of change in retail has accelerated, Ipswich has been impacted more than some other towns because it had more very large retailers and their national demise has left large vacant units in the town.

We want to make Ipswich Town Centre the thriving heart of our community. A place where everyone feels safe and welcome, and where people can shop, socialise, experience brilliant culture, live, and access the services they need.

To do this, we will work openly and imaginatively with partners such as the Ipswich Central, the Police and those in the private, community, voluntary and government sectors who are committed to helping us realise our vision.

We know that the future lies in a new town centre model rather than trying to recreate the past. We envisage a modern town centre with a dynamic mix of shops, services, entertainment, leisure, eating places, culture, homes, and workplaces.





Our town centre will thrive if it is animated from morning until night and comes alive with visitors. To enable this, we are reviewing our planning and licensing rules and will continue to support the space with high quality cleansing and safety services.

The council and its partners have huge ambition for the area – an ambition backed by Government, who have provided £25 million of Towns Fund to deliver 10 projects; with many of these concentrated in the town centre and are focused on delivering economic growth.

On the next page we demonstrate ways in which we will work to deliver this priority.



## 14 **Priority:** **A thriving town centre**

### **Aim**

We want to make Ipswich Town Centre the thriving heart of our community. A place where everyone feels safe and welcome, and where people can shop, socialise, experience brilliant culture, and access the services they need.

### **Role of the council**

1. It is the council's job to plan and support a thriving town centre. This includes working with businesses and investors to attract a good mix of shops and facilities, and provide support services, which help to make it a safe and welcoming place.
2. There are lots of people who have responsibilities in the town centre – for example businesses, investors, Suffolk County Council, Ipswich Central and the Police. We will take a leadership role and champion the town centre, bringing everyone together for the common good.
3. We will take direct action to support the town centre – applying for government funding, leading projects such as the Towns Fund and sometimes using our powers to safeguard key buildings by buying them ourselves.



### **What does this mean for the people of Ipswich?**

We know that revitalising our town centre is our residents' number one priority – so that makes it the council's number one priority.

Residents can expect:

- A strong partnership between the council, local businesses and other partners to support the town centre to thrive.
- A better mix of shops, services, and things to do in the town centre.
- To feel safe and welcome in a clean town centre.
- Fewer empty shop units.
- More events and reasons to visit.

### **Where will our focus be?**

**We will:**

- Make revitalising our town centre the council's number one priority.
- Take a leading role in working with all our partners, including the Police, to keep our streets safe.
- Deliver the £25 million Towns Fund programme.
- Work with partners to develop the public realm in the town centre, improving the environment and making it easier for everyone to get around.
- Deliver a new master plan for facilities at Princes Street / Portman Road, including a new aquatic centre.

- Continue the redevelopment of the waterfront, making St Peter's Wharf a welcoming entrance to Ipswich Waterfront, and work to bring significant leisure attractions to the area.
- Continue to support the town's bus network to meet the needs of our residents, using subsidies where necessary.
- Work with partners to deliver a programme of events in the town centre that entertains visitors, gives residents and tourists a reason to visit, and improves the town centre economy.
- Redesign and upgrade the facilities at the Regent Theatre to make it an even better place to visit.
- Continue to provide high quality CCTV and Safer Streets projects.
- Work with landlords and property owners to ensure buildings are in use and contributing to the vibrancy of the town centre.
- Encourage landlords of vacant spaces to consider conversion to residential, and other uses.
- Campaign for a fairer business rates system nationally.

**We will work with partners to:**

- Make our town centre vibrant, safe, and attractive both in the daytime and at night.
- Enable more pop-up shops in the town so businesses can test the market before committing to a permanent site.

- Get people and businesses into empty premises to stimulate growth in the town centre
- Focus on inward investment to bring more businesses and jobs to the town.
- Provide support for local, national, and international artists to stage shows and events.
- Ensure the voluntary and community sector is accessible and meeting the needs of residents.
- Work with businesses to convert commercial and empty buildings into homes and other non-retail uses such as health centres or facilities for community groups to bring the town centre to life.
- Consider how we can 'Get Ipswich Active' in all town centre improvements.
- Make it safe and easy to cycle and walk in town.
- Review and renew the town centre signage, making it helpful and attractive for residents and visitors.
- Enable partners to deliver new trails such as the Big Hoot, the Wolsey 550 project, and Digital Town centre project.
- Prevent rough sleeping by making sure that there are active support services for people sleeping rough or at risk of sleeping rough.



# MEETING THE HOUSING NEEDS OF OUR COMMUNITY

## need

*verb*

*Require something because it's essential or very important*



Our homes are fundamental to our health and wellbeing. If we are to make a better Ipswich, good quality homes that people can afford to live in, must be available to everyone in Ipswich.

With the increased cost of living, good quality, well-insulated homes are vital. Worries about heating and rent costs weigh heavily on people's minds. Improving the quality and availability of housing that people can afford to live in and relieving this stress is an investment in people's health – now and in the future.

We are facing a national housing crisis, and one of the most pressing issues is a severe shortage of social housing, coupled with soaring costs of private rented accommodation and mortgage rates.

The shortage of social housing has forced many people on low incomes, into the private rented sector. This pushes people into unacceptable circumstances and poor conditions such as overcrowding.

The council will continue to do everything in its power to get more affordable homes built or brought into use. This means building more council homes and using our planning and commercial powers to get more affordable homes built by the private sector.

But this won't be enough, and so we will continue to lobby the government to build more social housing and to act now by providing sufficient housing benefit to help people pay for private rents until social housing becomes available.

In addition to new homes, we will continue to be the best possible landlord to our council tenants, and to improve the quality and energy efficiency of our homes. We will also work to improve conditions in the private rented sector.

On the next page we demonstrate ways in which we will work to deliver this priority.

## 18 **Priority:** **Meeting the housing needs of our community**

### **Aim**

We want to make sure that everyone in Ipswich has access to quality homes, that they can afford to live in. To do this, we need more new housing. We will build council homes and work to attract good home builders, as well as continue to lobby the government to build more homes.

### **Role of the council**

1. We aim to be an excellent landlord to the people who live in our properties, and to build more council houses when we have the funding to do so.
2. We work to attract high quality house builders to Ipswich, and work in partnership with them to make sure that new developments meet local needs and have the right infrastructure.
3. As the planning authority for the local area, we make sure all planning applications are consistent with the Local Plan and will improve the local area, providing the homes that our community need.
4. We will use our powers to enforce standards in the private rented sector.
5. We will use our Building Control powers to ensure building regulations are met.

### **What does this mean for the people of Ipswich?**

Good quality housing is a basic human right and residents can expect to see the council work with all housing providers to make sure that everyone in Ipswich can live in a safe, quality, and affordable home.

Residents can expect:

- The council to be an excellent landlord to people who live in council homes.
- New homes being built across Ipswich, including new council and private homes.
- More homes that meet people's needs at different stages of their life – including starter homes and houses that support elderly and disabled people.
- All partners in Ipswich to work together to end rough sleeping.
- The council to champion housing reform to the government





## Where will our focus be?

### We will:

- Build new affordable housing to a high standard for the people of Ipswich.
- Be an excellent landlord to council tenants.
- Develop partnerships and source funding to turn brownfield land into homes for Ipswich.
- Work with developers to make sure they deliver affordable housing for rent, and purchase, in high quality new developments.
- Invest in our housing stock to improve quality, standards and to reduce energy costs.
- Support private landlords and prospective tenants who struggle with costs.
- Put in place a planning 'Article 4 Direction' to make sure that landlords can't automatically turn their homes into houses of multiple occupation.
- Work with everyone building homes in Ipswich to support the delivery of environmentally sustainable housing.
- Continue our housing 'buy back' scheme to increase the numbers of affordable council houses.
- Seek ways to improve the quality of private rented homes in the borough.

- Return empty homes to use, buying them ourselves where appropriate.
- Continue to offer support and incentives to help people move into smaller homes when they can, freeing up larger council homes for families living in overcrowded conditions.
- Ensure more council owned homes have efficient and low-cost and low carbon forms of heating.
- Work to improve access to quality housing for older people and people with disabilities.

### We will work with partners to:

- Explore housing schemes and shared ownership options to encourage young people to settle in Ipswich.
- Aim to ensure that every Private Rented Home is decent and safe and encourage landlords to take steps to improve energy efficiency.
- Tackle the building safety crisis particularly in relation to flats.



# A CARBON NEUTRAL COUNCIL

## carbon-neutral

*adjective*

*making or resulting in no net release of carbon dioxide into the atmosphere*

Climate change is a global issue and we all must play our part in tackling it. The council is proud of the progress it has made in reducing our own emissions and ensuring that over half of the council's vehicle fleet is low or ultra-low emission. We're also proud that in 2025 we will bring our new carbon neutral depot into operation.

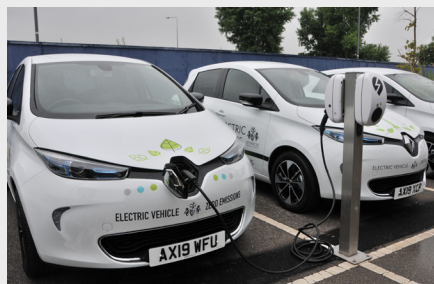
The council has been making urgent and determined efforts to stop carbon emissions and remove greenhouse gases from the atmosphere to prevent global warming.

We are determined that our own operations will be cleaner, more efficient and net zero-carbon. Our Climate Emergency declaration committed us to becoming carbon neutral by 2030.

But our responsibility doesn't stop there. All Council decisions will consider the potential impact on the climate and the environment to achieve what's been outlined in this corporate strategy. And we will take a leading role in supporting the whole of Ipswich to reach net zero via our plans and policies, particularly where they relate to our planning responsibilities.

The success of the town in rising to the climate challenge depends upon the involvement of citizens, businesses, and the public sector.





The council will play its role in providing leadership and demonstrating commitment through its actions, but collaboration and engagement will be critical to making lasting and sustainable change.

Our Climate Change Strategy and Action Plan will be refreshed and reported on regularly, and will continue to focus our interventions for tackling climate change.

On the next page we demonstrate ways in which we will work to deliver this priority.





## 22 **Priority:** **A carbon neutral council**

### **Aim**

The council will take practical and decisive action on the climate emergency and become a carbon neutral council by 2030.

### **Role of the council**

1. The council has declared a climate emergency and has committed to limit the effects of climate change on Ipswich.
2. We are changing the way we deliver our services to use carbon neutral options.
3. The council has an enabling role in supporting businesses, residents, and investors to adopt carbon neutral approaches.

### **What does this mean for the people of Ipswich?**

Protecting and enhancing the local environment and air quality is a key council responsibility. We will work to significantly reduce the council's impact on the environment, and to support everyone in Ipswich do the same.

Residents can expect:

- The council's fleet of vehicles will continue to switch to zero emissions to help improve air quality in Ipswich.
- Council services will increasingly be run on renewable energy.
- New homes will be built to green standards whenever possible.
- New council facilities to be either carbon neutral or low carbon.



## Where will our focus be?

### We will:

- Develop a 'carbon neutral by design' approach where everything that is proposed or implemented considers how it can be carbon neutral or contribute to reducing carbon.
- Open a carbon neutral depot in 2025 replacing the current Gipping House.
- Replace our dated sports facilities with a new low carbon Aquatics Centre and carbon neutral sports centres.
- Buy sustainable energy for council services.
- Work with our suppliers to reduce their carbon impact.
- Improve the Energy Performance Certificate ratings of council buildings.
- Improve electric vehicle charging in Ipswich Borough Council car parks.
- Train our staff in carbon literacy to improve knowledge and decision making.
- Continue to plant trees on council land.

### We will work with partners to:

- Lobby for meaningful increases in transport options to make sustainable transport the easy choice for short and long journeys.
- Support communities, businesses, and residents to reduce carbon emissions, helping them to gain the benefits of reducing energy costs and to adapt to the impact of climate change.





# PROMOTING COMMUNITY WELL-BEING AND FAIRNESS IN IPSWICH

## well-being

*noun*

*the state of feeling healthy and happy*





This strategy has been developed against the backdrop of a cost-of-living crisis. The rising costs of fuel, food, and other essentials, alongside the highest rate of inflation for 40 years are combining to put many households at greater risk of immediate hardship and reduced wellbeing.

Increasingly, many Ipswich households face the challenge of choosing between heating or eating.

It would be easy to see this as a short-term problem caused by unusually high inflation driven by factors outside of our control. The reality is that for many years, slow growth in wages and benefits have created growing poverty and need in Ipswich.

This combined with rising rent and mortgage costs leaves our community particularly vulnerable to economic shocks. The ongoing impact will continue to be greatest on those already living below the poverty line, and those on low incomes. We don't think that this is fair or acceptable. The growth in poverty has led to

poor health outcomes, which impact residents' job and housing prospects. It's a vicious cycle for many residents, and we are determined to act.

We will therefore work with partners in the county council and across the community and voluntary sector to ensure that there is help for everyone who needs it, and that local health services work to prevent poor health as well as treat it. And we will pressure those with responsibilities for skills, employment, and education to make sure they are delivering for the people of Ipswich.

We will also invest in the services, culture and events that help residents lead a good quality of life, making sure that they are free or low cost, so that everyone in our town can enjoy the things which make life better. This will include a new approach to sports facilities and physical activities, getting Ipswich active wherever possible.

On the next page we demonstrate ways in which we will work to deliver this priority.



## Where will our focus be?

### We will:

- Remove the need for the lowest earners to pay Council Tax.
- Make sure that council grant funding is targeted to organisations working with those affected by the cost-of-living crisis.
- Ensure that the benefits we administer (Council Tax Reduction and Housing) are processed quickly to support households in Ipswich.
- Process Discretionary Housing Payments quickly, making sure people in crisis can stay in their own homes.
- Communicate borough-wide to show residents how to access support from the council and other organisations.
- Provide services to the most vulnerable, including those who are homeless or at risk of homelessness, which are simple and easy to access, ensuring people can be referred to other services when they need more help.
- Deliver a range of positive events to create a feel-good factor across the town.
- Support children and young people during the school holidays through the Summer Holiday iCard, Holiday Activities and Food Programme.
- Provide free or cheap activities so that all families in Ipswich can

enjoy local culture at music days, town centre activities and in our museums.

- Invest in our play areas, making sure that people of all abilities can have fun in our parks.
- Continue to support community groups through community cash grants.

### We will work with partners to:

- Promote services which provide debt and money advice to residents.
- Work with partners to improve health inequalities in the borough, investing in the free facilities and activities that we offer to the people of Ipswich.
- Continue to support the town's foodbanks and community shops as well as encouraging communities to grow and share food.
- Work with partners to ensure opportunities to support Ipswich residents, and that support is easy to access.
- Provide residents with the details of warm spaces operated by churches, libraries, and other charities in Ipswich.
- Promote the availability of support initiatives across Ipswich including the Local Welfare Assistance Scheme.
- Ensure improvements are made to the town's air quality.



# A FINANCIALLY SUSTAINABLE COUNCIL PROVIDING GOOD QUALITY SERVICES

## sustainable

*adjective*

*able to be maintained at a certain rate or level*





Our first responsibility is to provide high quality services. We know that the services we provide make individuals' lives better and help the town to thrive. Clean and safe streets are the foundation of the economic success that we want the whole town to enjoy.

Over the coming years, we want to become a more strategic organisation, intervening early in issues which impact residents' quality of life. Central to this approach is to continue to provide quality core services residents can rely on and which meet their increasing expectations for online access.

What we do affects daily life in Ipswich. From collecting recycling to administering benefits and making sure our parks help local children thrive, we are proud of the role we play in making life better in Ipswich.

But public services are facing the twin challenge of unprecedented cuts to funding and increasing demand on services. Ipswich is no different, with pressures on services and budgets rising every year.

Since 2010, the council's budget has fallen by £97 million in real terms as a result of cuts to government funding / inflation. We need to find another £29m of savings by 2026/27.

The current situation will soon become unsustainable if we do not act.

In addition to financial challenges, the way that council services up and down the country are currently designed and delivered, is not keeping pace with the way society is changing.

We need to embark on a programme of transformation which delivers a very different council which is financially sustainable and focusses its limited funding on core services, and prevention. This means we need to carefully design our services with our residents and make sure that they are involved in the decisions which affect their lives.

Some of the issues the town faces can only be solved in partnership with other areas of government and the private sector. We will work with everyone who has a stake in our town to ensure the success of our people.



## 30 **Priority:**

# **A financially sustainable council providing good quality services**

## **Aim**

We will deal with financial challenges transparently and with the needs of residents guiding our decisions, continuing to provide a range of good quality, efficient and reliable services.

## **Role of the council**

1. It's our job to run an efficient and effective council and deliver good services, such as street cleaning, waste collection, homelessness prevention, the payment of local benefits, sports facilities, and planning.
2. The council must balance its budget to achieve financial sustainability, and ensure services are relevant and fit for purpose.
3. We need to ensure that services are designed around the needs of our residents and when we are making changes we will engage and involve our community.

## **What does this mean for the people of Ipswich?**

The council will continue to manage its finances to ensure that services to residents are prioritised.

Residents can expect:

- That we will prioritise the services that residents rely on most such as street cleaning and waste collection.
- The council will continue to invest in the things that make Ipswich better, such as our parks and play areas.
- The council to deal with its financial challenges whilst protecting services to residents.
- To be involved and engaged in the decisions which the council is making.
- The council to lobby government for more money for Ipswich.
- The councils wholly owned companies to continue to make a significant financial contribution to the council.





## Where will our focus be?

### We will:

- Prioritise the services that residents rely on most such as street cleaning and waste collection.
- Design our services around the needs of our residents, making sure services are simple, reliable, and easy to use.
- Work to provide a consistent, high-quality service wherever and however residents choose to contact us, speeding up response times and resolving issues at first contact.
- Take a digital first approach, promoting and supporting self-service wherever possible.
- Continue to ensure that residents can get in touch by phone and, where necessary, face to face when they cannot use digital services.
- Redesign and relaunch our website, making it a one stop shop for borough services.
- Ensure that our communications are consistent, honest, clear, helpful, and accessible.
- Treat all our customers with respect and expect them to treat our staff the same way.
- Run an efficient and effective council, keeping council tax rises to a minimum, and making sure all our services put residents first.
- Reorganise the council around the needs of our residents, streamlining customer journeys so that it requires as little effort as possible from residents, to get what they need.
- Make sure that there is effective enforcement of anti-social



behaviour such as littering and illegal parking, and that the fines that are issued pay for the cost of enforcement.

- Review all our fees & charges to make sure all services provided are good and sustainable.
- Invest in our sports centres and facilities to ensure they meet Ipswich's needs and are financially sustainable.
- Sell land assets where we have no plans for re-development and no strategic reason for keeping them, helping to stimulate growth in the town.
- Develop a workforce development plan to retain and attract talented people, from apprenticeship to senior management, making sure the people of Ipswich have the best borough employees.
- Deliver a high-quality corporate training programme to grow our skills and promote local people.
- Work with councils across Suffolk to lobby the government for more council funding.
- Ensure through good governance that our wholly owned companies deliver a significant financial benefit to the council, and in the case of Ipswich Buses, can continue to invest any profit in its fleet replacement programme.



**IPSWICH**  
BOROUGH COUNCIL



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