

Appendix 1

Ipswich Borough Council

Economic Development Strategy

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1 Foreword

The overarching goal of this strategy is to improve the economic competitiveness of Ipswich and all it has to offer.

It sets out how we will achieve this through an entirely fresh approach.

The vision for the Ipswich economy is set out below:

“To improve the quality of life for all who live in, work in, learn in and visit Ipswich, by supporting growth and ensuring that development happens in a sustainable manner so that the amenities enjoyed by local people are not harmed and the town is enhanced. Ipswich will be a more vibrant, active and attractive modern county town successfully combining modern development with historic character – a true focus for Suffolk and beyond. It will be a place where people aspire to live, work, learn, visit and invest - and it will have a reduced carbon footprint.”

We have developed this strategy to address Ipswich’s current economic position by delivering a set of clear improvements over the next three years, this strategy has been developed in line with the 2017 Corporate Plan ‘Building a Better Ipswich’, The Economic Strategy for Norfolk and Suffolk and the Industrial Strategy ‘Building a Britain Fit for the Future’.

We must see Ipswich for what it is and also for what it can be. There is no reason why Ipswich cannot aspire to be the best place to live, learn, work and play.

Councillor David Ellesmere

2 Executive Summary

This strategy sets out a strategic approach to supporting sustainable economic growth in Ipswich.

Ipswich Borough Council wants the town to have a vibrant and prosperous economy with all the benefits this would bring to local residents and the area.

By 2020, it is expected that Ipswich will have a population of around 144,800¹. It is important to prepare for this growth now, in part by ensuring the town has sufficient housing and jobs with a skilled population to fill them.

The Borough already has a good stock of successful businesses, which will continue to be supported alongside efforts to foster entrepreneurship and attract new businesses. Enabling existing businesses to grow and develop through support and improving infrastructure is an important aspect of this work. Ipswich also has several large employers who provide a significant amount of employment. They need to be retained in order to ensure future success.

The retail offer in Ipswich has a vital part to play in the stimulation of a successful town centre. The current range of shops needs to be extended to include further good quality, high end retailers. The independent shops found in the Saints quarter further boost Ipswich's retail offer by providing a niche shopping experience. These independent retailers need to be supported and showcased by the Council as one of Ipswich's great assets.

The Ipswich experience needs to be attractive to all of our population and visitors, ensuring there are ample good quality places to eat, drink and meet.

Ipswich's highly skilled residents are one of its key strengths, providing the vital element for successful businesses in the Borough and across Suffolk. However, there is still a significant number of people who have low qualifications. Improving their skills will be a crucial issue for Ipswich to address over the next three years.

It is vital for the population to achieve qualifications and skills to meet the demand of businesses requiring a skilled workforce. The offering of higher education in Ipswich comprises of the University of Suffolk, Suffolk New College and Suffolk One.

The provision of good quality housing choices for the residents of Ipswich is a key commitment for the Borough Council.

Ipswich is a powerhouse of culture in the East of England. It is home to the highest number of regularly Arts Council-funded companies in the region. Visitors come from far and wide to enjoy West End shows at the Regent Theatre, the renowned SPILL festival and a programme of outdoor arts and music festivals in parks and along the stunning Waterfront. Many of these events are free. Ipswich also offers three museums to showcase its rich heritage, including the most significant collection of Constables outside London.

Ipswich boasts fantastic broadband penetration rates that benefit businesses and homes across the town. Ipswich Borough Council needs to further improve the infrastructure, ensuring routes in, out and around the town are efficient and easy to navigate both by road and rail.

¹ East of England Forecasting Model

Ipswich Borough Council has come together with six other key partners to produce a shared Vision and a shared delivery plan for our town, both of which complement this strategy. The partners of the Ipswich Vision include: Sandy Martin MP, Ipswich Borough Council, Ipswich Central, Suffolk Chamber of Commerce in Greater Ipswich, New Anglia LEP, Suffolk County Council and the University of Suffolk. The board has been formed to guide the delivery of 'Turning our town around: The Vision for Ipswich'.

The town centre is supported by Ipswich Central, the town centre management organisation, which has now commenced its third term after businesses voted to renew the Business Improvement District (BID) in a recent ballot (November 2016).

Ipswich Borough Council also works in partnership with the New Anglia Local Enterprise Partnership who work alongside us and our local businesses to help grow jobs, drive innovation and increase productivity.

The implementation of the strategy will be driven across the Council and supported by our established partnerships and relationships to provide a clear focus on the delivery of the priorities.

Financial and other resources will be aligned to ensure that policy development and spending programmes are sharply focused on delivery.

The Council will be held to account through assessing achievement of the measurable economic targets set out in this strategy.

The economic development objectives within this strategy can be grouped into four main strategic priorities.

Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.

Strategic Priority 2: Stimulate a successful town centre and retail experience.

Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.

Strategic Priority 4: Prioritise Ipswich's strategic Infrastructure.

2.1 Supporting the Corporate Plan

The four Strategic Priorities have been developed to support the delivery of the Council's 2017 Corporate Plan 'Building a Better Ipswich'.

<u>Corporate Plan Priority</u>	Supported by: <u>Economic Development</u>
<p>Top Priority Bringing new jobs and investment to Ipswich</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p>
<p>Top Projects</p> <p>To improve the quality of the town centre</p> <p>To support the health sector to meet community need</p> <p>To ensure Ipswich is a great place to experience a wide range of arts and entertainment</p>	<p>Strategic Priority 2: Stimulate a successful town centre and retail experience.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p> <p>Strategic Priority 4: Prioritise Ipswich's strategic Infrastructure.</p>
<p>Priority One: A Strong Ipswich Economy</p> <p>Use our land and property assets to stimulate growth in the town especially in the Enterprise Zones including Princes Street</p> <p>Working with our partners, improve the public realm in the town centre, particularly the Cornhill</p> <p>Develop a day to night time economic strategy with our partners, contributing to higher spend in the town and more jobs</p> <p>Review our support to businesses to ensure we are joining up our approach to supporting new and existing businesses</p> <p>Work with our contractors to improve construction skills within the area, so local developments can be delivered by a local workforce</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 2: Stimulate a successful town centre and retail experience.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>
<p>Priority Three: An Enjoyable Place to Live, Work and Study</p> <p>Support University of Suffolk and Suffolk New College to grow and flourish</p>	<p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>
<p>Priority Four: A Healthy Community</p> <p>Work with health partners to provide new GP surgeries across the town;</p>	<p>Strategic Priority 4: Prioritise Ipswich's strategic Infrastructure.</p>

2.2 Supporting the Industrial Strategy

The overview of the Industrial Strategy ‘Building a Britain Fit for the Future’ is to create an economy that boosts productivity and earning power throughout the UK². The strategy sets out a vision that has been developed around five foundations to enable a transformed economy.

The five foundations set out in the Industrial Strategy ‘Building a Britain Fit for the Future’ are supported by the Ipswich Borough Council Economic Development Strategy as set out below.

<u>Industrial Strategy ‘Building a Britain Fit for the Future’</u>	Supported by: <u>Economic Development</u>
Ideas the world’s most innovative economy	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 4: Prioritise Ipswich’s strategic Infrastructure.</p>
People good jobs and greater earning power for all	<p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>
Infrastructure a major upgrade to the UK’s infrastructure	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p> <p>Strategic Priority 4: Prioritise Ipswich’s strategic infrastructure.</p>
Business environment the best place to start and grow a business	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>
Place prosperous communities across the UK	<p>Strategic Priority 2: Stimulate a successful town centre and retail experience.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>

² Industrial Strategy White Paper

2.3 Supporting the Economic Strategy for Norfolk and Suffolk

The Economic Strategy for Norfolk and Suffolk has been developed by the New Anglia Local Enterprise Partnership and endorsed by all Norfolk and Suffolk district, borough and county council's. The overall objective of the strategy is to generate growth across all sectors, focusing on creating high value, highly skilled jobs and industries, whilst also providing the technical skills, access to innovative techniques and support that all businesses and the wider workforce needs to succeed. ³

Ipswich has been identified as one of six 'Priority Places' in the Economic Strategy for Norfolk and Suffolk, as evidence shows there are significant opportunities and commitment for continued growth within the town. The plan sets out key development and investment targets for Ipswich.

The high level ambitions set out in the Economic Strategy for Norfolk and Suffolk are supported by the Ipswich Borough Council Economic Development Strategy as set out below.

<u>Economic Strategy for Norfolk and Suffolk</u>	Supported by: <u>Economic Development</u>
<p>The place where high growth businesses with aspirations choose to be with excellent sites to locate, grow and innovate with easy access to support and finance.</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 2: Stimulate a successful town centre and retail experience.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p> <p>Strategic Priority 4: Prioritise Ipswich's strategic Infrastructure.</p>
<p>A well connected place locally, nationally and internationally. Investment in housing, roads, rail and broadband is coordinated to build the communities and connections that people and businesses need.</p>	<p>Strategic Priority 4: Prioritise Ipswich's strategic Infrastructure.</p>
<p>A high performing productive economy where business have invested in new technology, skills, new techniques and innovation leading to productivity improvements year on year.</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>
<p>An international facing economy with high value exports where our sectors are producing and exporting more value-added goods and services, entering new global markets capitalising on new trade links to other economies.</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p>
<p>An inclusive economy with a highly skilled</p>	<p>Strategic Priority 3: Inspire Ipswich to be the</p>

³ Economic Strategy for Norfolk and Suffolk Foreword

<p>workforce where everyone benefits from economic growth, wage levels rise above the national average.</p>	<p>best place to live, work, learn and visit.</p>
<p>A centre for the UK's clean energy sector capitalising on the strength and diversity of the energy sector and supply chain, our strategic location, skills base and connectivity to other region.</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p> <p>Strategic Priority 4: Prioritise Ipswich's strategic Infrastructure.</p>
<p>A place with a clear ambitious offer to the world which showcases the strengths of Norfolk and Suffolk to the UK and beyond. Offering diverse, high quality and affordable housing where people want to live, with a strong vibrant culture and leisure offers and a clear sense of why people and businesses choose to live and work here.</p>	<p>Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.</p> <p>Strategic Priority 2: Stimulate a successful town centre and retail experience.</p> <p>Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.</p>

3 Ipswich: the story so far

Ipswich is the county town of Suffolk, with a diverse cultural population, rich heritage, vibrant Waterfront, dynamic university and an unparalleled arts and sports offer. It is also proud of its status as the oldest continually settled English town.

With recent major investment in the public realm, in new retail and leisure facilities, with award-winning parks and more nationally recognised performing arts institutions than anywhere else in the East, Ipswich has much to offer to those who live, work and visit here.

With a population of around 135,900 and a growth rate of 0.2%,⁴ Ipswich is one of the fastest growing urban centres in England. It is also the largest centre of employment in Suffolk, employing 67,100 people and contributing £2.943 billion to the UK economy. Over the last 10 years gross value added has grown 14%.

Just over three-quarters (76.9%) of Ipswich's economically active population (aged between 16 and 64) are employed; this is in line with the national average but below the average in the East of England.⁵

Retail, finance, education and public administration are in the top five key employment sectors, along with health and care, which is the largest sector for employment in Ipswich. This has remained unchanged for the past 10 years, attributed by an ageing population and large acute hospital.

Jobs density data shows there are 0.86 jobs per person in Ipswich; this is above the national average.⁶ However, gross weekly pay in Ipswich is £44.50 less than the national average.⁷

The number of out of work benefit claimants is continuing to fall in Ipswich, with 2% of the Ipswich population claiming out of work benefits.⁸ This percentage is continuing to decrease along with the national average.

It is encouraging that there is an above national average presence of small, medium and large business in Ipswich. However, micro business presence is below national average.⁹

Ipswich has its own independent university (University of Suffolk), other further education sites including Suffolk New College and Suffolk One and above average schools. The University of Suffolk is also home to the Ipswich Waterfront Innovation Centre (IWIC) which provides the focal point for developing high growth potential ICT businesses. However, Ipswich falls behind the national average for attainment to NVQ 3 or above.¹⁰

As well as being a thriving centre for economic activity, Ipswich is also a key public and private transport hub, with excellent links by rail and road within Britain and the rest of the world.

Some 89.8% of Ipswich Borough postcodes have the 6th highest ultrafast broadband penetration rates of the 63 cities monitored by the centre for cities organisation.¹¹

⁴ Nomis Population data (2016)

⁵ Nomis Employment and unemployment (Jul 2016-Jun 2017)

⁶ ONS jobs density

⁷ ONS annual survey of hours and earnings - resident analysis 2017

⁸ Nomis Out-Of-Work Benefits Claimant count by sex (October 2017)

⁹ Inter Departmental Business Register (ONS)

¹⁰ Nomis Qualifications (Jan 2016-Dec 2016)

¹¹ Centre for Cities outlook report 2017

The Economic Development Strategy is one of a number of strategies produced by the Borough Council. It endeavours to not duplicate or repeat other strategies (e.g. the Housing Strategy and the Local Plan) and focuses on 'economic development' matters only.

4 Ipswich: A case for change

The next sections detail Ipswich Borough Council's commitment over the next three years to make Ipswich the best place to live, learn, work and play.

This commitment is broken down into four main strategic priorities which are;

Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses.

Strategic Priority 2: Stimulate a successful town centre and retail experience.

Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit.

Strategic Priority 4: Prioritise Ipswich's strategic infrastructure.

For the avoidance of doubt, the Council's planning policies are set out within the adopted Local Plan and within adopted Supplementary Planning Documents. This Economic Development Strategy does not form part of the Council's suite of planning policy documents as set out within the Ipswich Local Development Scheme.

4.1 Strategic Priority 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses

The Council will aim to ensure business density growth, entrepreneurship and development remain consistently above the national average. Promoting Ipswich as a first class location to develop business is a priority; we will endorse the three Enterprise Zones across Ipswich and promote the benefits such as tax breaks and Government support to businesses.

This strategic priority supports the delivery of Industrial Strategy by addressing three of the five foundations; ideas, infrastructure and business environment.

This strategic priority supports the delivery of the Economic Strategy for Norfolk and Suffolk by addressing the following high level ambitions; The place where high growth businesses with aspirations choose to be, A high performing productive economy, An international facing economy with high value exports, A centre for the UK's clean energy sector and A place with a clear ambitious offer to the world

4.1.1 Encourage local business growth and development

- We will continue to support the Ipswich Waterfront Innovation Centre to stimulate economic activity and technology development.
- We will utilise our account management system to communicate effectively and often with our local businesses to ensure the right messages are conveyed and businesses are aware of decisions being made that have an impact on them.
- Our Council website will provide up to date information on the economic developments in Ipswich, how to access support (both financial and non-financial) in a way that is understandable and easy to access and use.
- We will continue to build on our relationship with the New Anglia Growth Hub to allow us to provide seamless support to established businesses making sure they have access to the right support at the right time.

4.1.2 Targeted inward investment promotion of Ipswich

- We will proactively meet businesses located outside of Ipswich to endorse the town and the benefits of locating in the area.
- We will work with Screen Suffolk to promote Ipswich as a film-friendly town to encourage film-makers to shoot in Ipswich locations. This will place Ipswich on the film map, promote the area and provide economic benefits to the town.

4.1.3 Boost new business start-ups

- We will promote entrepreneurial skills and ensure the entrepreneurship that is already evident continues to cultivate.
- We will encourage new business start-ups by providing the platform to gain entrepreneurial skills and grants by working with the Growth Hub and other local enterprise support agencies.

4.1.4 Deliver Enterprise Zones

- We will provide support, guidance and encouragement to professionals looking to locate their business in one of these designated areas promoting the message they are great places to do business especially for both new and expanding firms.

4.1.5 Provide Grade 'A' office space

- As a supportive and proactive planning organisation, we will ensure a suitable provision of good quality office space. To do this we will build on the successes of the Princes Street developments such as Birketts and Connexions and utilise Ipswich Borough Assets to act on the property market on a commercial basis.

4.2 Strategic Priority 2: Stimulate a successful Town centre and retail experience

Ipswich needs a successful town centre. We know that the perceptions of it are varied – and, all too often, not positive. There is much that is beautiful about our town centre and some parts that are great. However, it does not measure up to what Ipswich and Suffolk people expect and deserve. The range of shops needs to be extended; beautiful buildings need to be showcased; significant parts require redevelopment; pedestrian route ways could be improved; and more can be made of our great civic assets – the Town Hall, Corn Exchange, Cornhill, theatres, museums and parks.¹²

Research has shown that a diverse retail offer can also contribute to the social well-being of local communities¹³, and serve as a key driver for tourism by increasing the attractiveness of the town centre. Retail has made a significant contribution to urban regeneration¹⁴ and the vitality and viability of town centres in the UK for decades by contributing to their socio-economic health¹⁵.

This strategic priority supports the delivery of Industrial Strategy by addressing the ‘places’ foundation.

This strategic priority supports the delivery of the Economic Strategy for Norfolk and Suffolk by addressing the following high level ambitions; The place where high growth businesses with aspirations choose to be and A place with a clear ambitious offer to the world.

4.2.1 Support the Cornhill renovation

- Alongside our financial pledge we are committed to the Cornhill regeneration project to improve the future prosperity of the town centre.

4.2.2 Improve the quality of the retail experience in Ipswich

- There is a negative perception among many local residents in relation to the retail provision and offer in Ipswich town centre; this is largely down to the absence of some key major retailer names and the level of vacant shops. We will work in partnership with the Ipswich Vision and Ipswich Central to implement a targeting strategy which will be focused on approaching good quality retailers to attract them to locate in Ipswich.
- We are committed to offer a thriving market in the heart of the town centre.
- Ipswich offers an array of independent retailers and we will ensure this provision is upheld and supported.

4.2.3 Deliver public realm improvements throughout the town centre

- The improvements to Giles Circus showcase the importance of the public realm. We will support Ipswich Vision in the development of a public realm strategy and will support further improvements.
- Ipswich Borough Council has pledged a financial commitment to the development of the Cornhill and St. Peters Dock.

¹² Turning our town around: The Vision for Ipswich.

¹³ Neil Wrigley’s research on food deserts, Wrigley N et al (2004)

¹⁴ Otsuka, N and Reeve A (2007), “The contribution and potential of town centre management for regeneration”:

¹⁵ BIS (2010), Healthy high street?

4.3 Strategic Priority 3: Inspire Ipswich to be the best place to live, work, learn and visit

For Ipswich to be the best place to live, work, learn and visit, the town must showcase all it has to offer. This includes promoting our many and varied tourist attractions, retail and leisure offerings, good quality, available housing, well paid jobs and centres of excellence for learning.

This strategic priority supports the delivery of Industrial Strategy by addressing four of the five following foundations; people, infrastructure, business environment and places

This strategic priority supports the delivery of the Economic Strategy for Norfolk and Suffolk by addressing the following high level ambitions; The place where high growth businesses with aspirations choose to be, A high performing productive economy, An inclusive economy with a highly skilled workforce, A centre for the UK's clean energy sector and A place with a clear ambitious offer to the world.

4.3.1 Promote tourism and embrace and support the heritage and culture of Ipswich

- Ipswich Borough Council and other key partners will work with the Destination Marketing Organisation (DMO) to help deliver key projects defined in its Strategy.
- The Council will support Visit Suffolk.
- We have fully endorsed the 'Culture Drives Growth', cultural strategy for the East. This strategy lays out how we can maximise our cultural opportunities ensuring that our unique cultural assets make the fullest contribution to our economic growth.

4.3.2 Improve the night time economy and leisure provision in Ipswich

- We will ensure the provision of eating, drink and meeting places are of great quality and meet the needs of our population, including our students.
- We will endeavour to maintain Ipswich's Purple Flag accreditation.

4.3.3 Increase the level of skills of Ipswich residents

- We will support our local people to acquire the skills that the economy needs.
- We will continue to support the Mason Trust by promoting the icanbea... website platform, icanbea... is a social media styled careers website, designed to help young people choose their future career.
- We will remain the funding body for Ipswich Entrepreneurs provided by the Eastern Enterprise Hub in which 18 Entrepreneurs are supported to acquire skills and knowledge for setting up and running their own business.
- Ipswich Borough Council have recognised that there is a shortage of trained/skilled construction sector workers and are developing schemes in partnership with Suffolk County Council and New Anglia Local Enterprise Partnership to help address these identified skills gaps and facilitate the projected growth in the construction sector by increasing the number of apprentices, volunteering and work placements leading to productivity improvements year on year.

- We will actively participate in the work on the Ipswich Opportunity Area that is aimed at improving social mobility and which has four priorities of: (i) ensure all children in Ipswich are prepared to learn for life by developing key behaviours such as resilience and self-regulation; (ii) strengthen the teaching profession in Ipswich by providing world-class support and development; (iii) improve attainment for disadvantaged pupils by embedding evidence based practice in the teaching of English and Maths; and, (iv) inspire and equip young people with the skills and guidance they need to pursue an ambitious career pathway.

4.3.4 Increase the median earnings of Ipswich residents

- We will support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages.
- We have endorsed the Economic Strategy for Norfolk and Suffolk which identifies five high impact sectors which offer the opportunity for rapid growth in absolute terms and productivity. These are sectors in which we already have national or international leadership, link with the Government's Industrial Strategy. The five sectors are; Advanced Manufacturing and Engineering, Agri-tech, Energy, ICT/Digital Culture and Life Sciences. Alongside this, we will continue to focus and grow the Princes Street financial corridor.
- Promote the adoption of the Living Wage Foundation's Living Wage rate to all employers.

4.4 Strategic Priority 4: Prioritise Ipswich's strategic infrastructure

Ipswich Borough Council needs to ensure the town continues to move both in a digital and physical world. To do this, we look to deliver the transport, communication and strategic infrastructure that businesses and residents want and need.

This strategic priority supports the delivery of Industrial Strategy by addressing two of the five foundations; ideas and infrastructure.

This strategic priority supports the delivery of the Economic Strategy for Norfolk and Suffolk by addressing the following high level ambitions; The place where high growth businesses with aspirations choose to be, A well connected place and A centre for the UK's clean energy sector

4.4.1 Enable free public town centre Wi-Fi

- We will look to trial free public Wi-Fi in the town centre, the Waterfront and our parks to enhance the visitor experience.
- We will work to implement the four principal recommendations that the Digital High Street 2020 Report believes are critical to the revitalisation of our high street in the impending digitally dominated world.

4.4.2 Embrace Smart City technology

- We will look to utilise next generation transport data via the Catch! programme of work to crowdsource travel behaviour data, develop new tailor-made data-processing techniques and deliver actionable insights to our town and population.

4.4.3 Influence discussions and promote key strategic infrastructure improvements

- We will influence discussions on the Upper Orwell Crossings, including working with and supporting businesses that might be impacted.
- We will promote a Northern Relief Road.
- We shall work with our partners to promote key strategic rail network improvements.
- Ipswich Borough Council will guide partner discussion regarding sustainable transport.
- We shall implement the Ipswich Car Park Strategy by providing high quality multi-storey and surface car parks.
- We will work with our partners to influence highway improvements on Ipswich's radial routes.

4.4.4 Ensure the population of Ipswich have access to suitable and sustainable health care

- There is an increasing demand on primary care services in Ipswich. The keys areas of impact are patient accessibility and insufficient clinical space. Ipswich Borough Council looks to build new GP surgeries to lessen these issues. The new surgeries will ensure the population of Ipswich has access to Primary Care services in purpose-built premises that are suitable, affordable and sustainable.

5 Ipswich: Implementing the strategy

In the course of the consultation process, an accompanying comprehensive action plan was produced to present a work programme of what the strategy should deliver from 2017 to 2020. A high-level version of the plan can be found below.

Service Aim	Specific Objective	Associated Actions	How will this be measured?	How will we know when we have achieved it?	Who / Resource
Service Aim 1: Promote Ipswich as a prominent and sustainable place to invest and grow businesses	Encourage Local Business Growth and Development	Support local businesses to grow and develop by establishing supportive relationships	Analysis of Account Management System	Local businesses grow and develop accessing the relevant support and guidance	Economic Development Team
	Targeted Inward Investment promotion of Ipswich	Promote business investment attraction and secure new businesses in Ipswich	Number of new businesses to Ipswich Business Activity (Screen Suffolk)	Princes Street office corridor is developed (linked to 1.4) The business establishment in Ipswich increases	Economic Development Team
	Boost New Business Start Ups	Encourage new business start-ups by providing the platform to gain entrepreneurial skills and grants by working with the Growth Hub and other local enterprise support agencies	Data to be provided from EEH and Growth Hub for internal analysis	New business start-up numbers increase Uptake of pop up shops	Economic Development Team
	Deliver Enterprise Zones	Promote and encourage the right businesses to locate to the EZs (Princes Street, Waterfront Island, Sproughton Enterprise Park & Futura Park)	Link back to EZ development plans which detail key milestones	Princes Street corridor is developed and tenants secured The Waterfront Island is master planned, developed and tenants secured Futura Park achieve 100% capacity Sproughton is appropriately developed and tenants secured	Economic Development Team

Service Aim	Specific Objective	Associated Actions	How will this be measured?	How will we know when we have achieved it?	Who / Resource
Service Aim 2: Stimulate a successful Town Centre and Retail experience	Deliver the Cornhill renovation programme	Implementation of physical public realm improvements around the Cornhill	Development of viable plans and the approval of these plans	Public realm improvements are complete and public feedback is positive	Economic Development Team
	Improve the quality of the retail experience in Ipswich	Identify town centre vacancies and target specific prominent retailers to locate in Ipswich	Creation of a town centre vacancy database. Number of new prominent retailers open in Ipswich	Reduction of town centre vacancies Public perception of retail offer improves	Economic Development Team
	Deliver public realm improvements throughout the town centre	Vision Project #15; To publish a strategy for the improvement of town centre streets and public spaces Implementation of Waterfront (incl. St Peters Wharf and Waterfront Island) public realm	Development and approval of a Public Realm Strategy Implementation of given strategy	Public realm improvements are complete and public feedback is positive	Economic Development Team

Service Aim	Specific Objective	Associated Actions	How will this be measured?	How will we know when we have achieved it?	Who / Resource
Service Aim 3: Inspire Ipswich to be the best place to live, work, learn and visit	Promote tourism and support and embrace the heritage and culture of Ipswich	Improved tourism offer, increased visitor numbers and value of tourism to Ipswich	Number of tourists visiting Ipswich, to be compared to 2015 numbers	Visitor numbers increase Value of tourism to Ipswich increases	Economic Development Team
	Improve the night time economy and leisure provision in Ipswich	Ensure the provision of eating, drinking and meeting places are fit for purpose and utilised	Dependant on the outcomes of the Retail, Leisure and Hotel study Maintain Purple Flag Accreditation	Purple Flag accreditation is maintained New bars / restaurants open in the town centre	Economic Development Team
	Increase the level of skills of Ipswich residents	We will support local people to acquire the skills that the economy needs	Number of local apprenticeships taken up in comparison to 2015/16 Number of construction jobs Number of energy jobs Number of people supported by Eastern Enterprise Hub	Number of apprentices increase Number of construction and energy jobs increase Number of entrepreneurs completing the EEH programme	Economic Development Team
	Increase the median earnings of Ipswich residents	We will support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages	Utilisation of the Centre of Cities report Utilisation of the annual Nomis Business Inquiry	Median earnings increase	Economic Development Team

Service Aim	Specific Objective	Associated Actions	How will this be measured?	How will we know when we have achieved it?	Who / Resource
Service Aim 4: Prioritise Ipswich's Strategic Infrastructure	Enable free public town centre Wi-Fi	Delivery of a public Wi-Fi network throughout the town centre, waterfront and parks	Percentage of town centre, waterfront and parks which are Wi-Fi enabled	Public have access to free Wi-Fi in the town centre, parks and on the Waterfront	Economic Development Team
	Embrace Smart City technology	Includes scope of Vision Project #14; To run a pilot scheme for a digital high street	Delivery of Phase 2 of the Digital High Street pilot	Phase 2 of Digital High Street pilot is implemented	Economic Development Team
	Influence discussions on the Orwell Crossings and promote a Northern Relief Road.	Key strategic rail network improvements Influence discussions on the Orwell Crossings and three bridges Promote the Northern Relief Road Support the Ipswich radial routes Support discussions on sustainable transport Support the implementation of the Car Parking Strategy	Number of key strategic infrastructure developments approved	Infrastructure improvements are delivered	Chief Executive
	Ensure the population of Ipswich have access to suitable and sustainable health care	Design, build and lease new purpose built Primary Care provision premises	Number of GP practices that IBC have supported to relocate into new purpose built premises	The population of specific areas have access to new Primary Care provision in a building that is fit for purpose and suitable for their needs Patients are able to register at a GP practice in the Ipswich area	Economic Development Team

6 Ipswich: Challenging, Monitoring and Review

The strategic priorities detailed above underpin the long term aspirations the Council has for Ipswich.

There are core key performance indicators related to the long term aspirations, these cannot be attributed directly to the specific priorities set out in the sections above but provide ultimate indicators of success. These are;

- Amount of Business Rates received
- Levels of employment
- Skills and educational attainment levels

The Economic Development Portfolio Holders monthly meeting will use reports against the annual operational plan and the strategy action plan to review progress towards meeting the strategic aims and priorities set out in this strategy.

The Project Manager and action owner will keep appropriate records to enable progress to be assessed; these records will be captured on the Economic Development Programme Dashboard.

When defining the supporting strategy action plan the systems and structures to capture this information were set out. The specific measures will give the Portfolio Holders an indication of performance.

When reviewing progress towards achieving the strategic aims and objectives, the Portfolio Holders will:

- ensure that activities are kept within the parameters of the agreed strategic aims and objectives;
- ensure that activities are consistent with Ipswich Borough Councils vision and values;
- use the information collected to show the public benefit; and
- keep under review internal and external changes which may require adjustments to the Economic Development strategy or affect the ability to achieve the objectives.

The Economic Development strategy will be reviewed in summer 2019.