



IPSWICH
BOROUGH COUNCIL

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The Customer Services Centre is situated within the Town Hall on the Cornhill in Ipswich town centre. The entrance is from the Princes Street side of the Town Hall, opposite The Walk and Barclays Bank main entrance.


BUILDING A BETTER IPSWICH



IPSWICH
BOROUGH COUNCIL

FEBRUARY 2017
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THE COUNCIL'S CORPORATE PLAN



“The Council
is playing
a key role
in growing
Ipswich’s
economy”

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“Together, we are building a better Ipswich”

FOREWORD

Councillor David Ellesmere
Leader of Ipswich Borough Council



The past five years have seen Ipswich Borough Council lead the transformation of Ipswich.

Despite huge and unprecedented cuts in central Government funding, investment by the Council has led to significant improvements in the town centre. We have kick-started development of the Princes Street corridor. Council support has led to Ipswich having more nationally recognised arts organisations than Norwich or Cambridge. We have built the first new council houses in a generation.

We have achieved this while still maintaining and improving council services and following good employment practices such as paying the Living Wage and abolishing zero hours' contracts.

But Ipswich Borough Council faces many challenges if it is to continue to deliver quality services to people who live and work in our town.

Financial pressures, new ways of working and changing expectations all require a response. Councils continue to have large cuts in funding from the Government.

So, we are updating our Corporate Plan to meet these challenges and to make the most of opportunities that change will bring.

This Council will invest in frontline services to make a real difference to people's lives. We will build hundreds more new council homes for those who are unable to meet the

demands of soaring house prices and private rents.

We will invest in people - providing the skills and the jobs that both employers and staff need to grow our economy.

We will continue to invest in property and assets to kick-start that economy, working with our partners to bring real change to our town.

We have pledged funding for town centre improvements and cultural and heritage assets. Words do not deliver major projects; this Council takes action.

Technology provides us with opportunities to change the way we deliver services and the way we talk to and listen to customers, but we shall ensure no one gets left behind.

We have devolved decision-making by developing the role of Area Committees and we will continue to encourage residents to get involved to help us improve their own communities.

The past five years has seen many successful projects take shape and flourish and there is more to come.

Together, we are building a better Ipswich.

**Councillor David Ellesmere,
Leader of Ipswich Borough Council**

CORPORATE PLAN AT A GLANCE

TOP PRIORITIES

Our three top priorities will continue to be:

- Protecting frontline council services;
- Building quality and affordable homes for Ipswich people;
- Bringing new jobs and investment to Ipswich.

TOP PROJECTS

The main projects for the town and its communities we will be focusing on are:

- To provide new council housing and affordable homes;
- To kick-start the next development phase of the Waterfront;
- To improve the quality of the town centre;
- Ensure Ipswich is a Dementia Friendly Town;
- To improve Chantry Park and Ipswich Museum;
- To provide high quality multi-storey and surface car parks;
- To support the health sector to meet community needs;
- To ensure Ipswich is a great place to experience a wide range of arts and entertainment.

The main projects for the Council we will be focusing on are:

- To reduce our dependency on government funding;
- To be a good employer.



ABOUT IPSWICH AND IPSWICH BOROUGH COUNCIL

Ipswich is a thriving and diverse urban centre with more than 135,600 residents. The economic vision for Ipswich is to be both an attractive location for investment in business and a centre of excellence for education.

Ipswich continues to attract significant external private sector investment, as evidenced by the number of major development projects that are either planned or under way across the Borough. The completion of these developments over the coming years will offer the prospect of new employment and business opportunities.

Ipswich has an exceptionally promising future with seven partners having come together to produce a shared Vision to support growth which improves Suffolk's county town. The Group comprises of New Anglia Local Enterprise Partnership, Ipswich Borough and Suffolk County councils, Ipswich MP, Ipswich Central, University of Suffolk and the Suffolk Chamber of Commerce in Greater Ipswich.

One of the major projects supported by the Ipswich Vision Group is to inject new life and business into the Cornhill, the

main square and key pedestrian area in the town centre. This project is led by Ipswich Borough Council on behalf of the Ipswich Vision Group which is currently in the process of securing funding. Multi-million pound investments have taken place in the redevelopment of both Sailmakers (formerly Tower Ramparts) and Buttermarket shopping centres.

The Council continues to capitalise on the unique appeal of the Waterfront area, which has undergone such a dramatic transformation over the past 10 years with a dynamic mix of business, cultural, educational and residential uses. The Waterfront boasts the University of Suffolk's main campus building but also features a highly attractive part-pedestrianised marina, with many cafes and restaurants. It is acknowledged there are several developments which need to be completed in order to realise the entire regeneration project.

The university and higher education colleges in Ipswich ensure the town continues to produce a skilled and adaptable workforce for the future. The University of Suffolk is one of the newest higher education institutions in the UK and has recently gained its independent status, offering a modern approach to higher education, with a large campus development in Ipswich. The University of Suffolk's network of learning centres focuses on accessibility, community, enterprise and innovation.

Ipswich offers the perfect environment for business to develop and grow and is a regional centre for administration, financial services, hi-tech industries, education and training.

Ipswich is home to a wealth of diverse heritage and cultural assets, including Christchurch Mansion, Ipswich Museum, Ipswich Transport Museum, Ipswich Art Gallery, Regent Theatre, New Wolsey Theatre, Corn Exchange, Jerwood DanceHouse, the addition of the HEG (the High Street Exhibition Gallery) as an education and community theatre performance space, and two award-winning parks - Christchurch and Holywells.

The Council has targeted the creation of nearly 10,000 homes by 2031, in line with Ipswich's identified housing need and its capacity to accommodate this growth. A key site in achieving this goal will be the Ipswich Garden Suburb, which could accommodate up to 3,500 homes. The Council is keen to improve the range of the town's housing stock and believes this will help improve the prosperity of the town.





The Council has commenced its first council house building programme in Ipswich for a generation and has an ambitious target to build 1,000 homes in a decade. This programme will initially be focused on Council-owned land but will extend to find and acquire other suitable sites.

The Council has worked hard to deliver on its top three priorities - building council housing, jobs and skills and protecting frontline services despite significant cuts in Government funding. Our grant funding has seen a cut of 28% but strong leadership and management together with a committed workforce means that this financial challenge has been met creatively and without significant cuts to frontline services. Our ability to continue to do this has been stretched by recent Government announcements on funding but we will do everything we can to minimise the impact on local communities.

In the past few years the Council has reorganised, cutting management costs in excess of £1 million. Its Transformation Programme is delivering wide-ranging change in culture and approach - with improvements in governance and decision-making, business planning, and people management; a range of “big ticket” savings programmes focused on doing things differently to reduce costs and generate income; service reviews considering our priorities and how they can best be delivered; and identifying how we grow our own talent within the organisation.

The Council provides most of its services directly, with some delivered through partnerships with other councils. In March 2016 Executive agreed to set up Ipswich Borough Assets (IBA) to enable it to enter the property market on a commercial basis. In its first nine months of operation, IBA has completed transactions that are likely to lead to an income stream of £500,000 per year for the next 25 years.

Plans are being developed to set up additional companies to support the Council’s objectives and income generation targets.

“The Council has commenced its first council house building programme in Ipswich for a generation.”

PRIORITY

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A STRONG IPSWICH ECONOMY

Ipswich's economy is growing and the Council is playing a key role in this as an enabler, partner and investor.

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Adopting our Local Plan;
- Achieving Enterprise Zone status for three sites in Ipswich and the Borough-owned site at Sroughton;
- Purchasing the former sugar beet factory at Sroughton and developing a master plan for the site;
- Enabled the £9 million refurbishment work on Fison House (now known as Connexions) in Princes Street to produce new Grade A office space;
- Helping the University of Suffolk secure funding to enable the opening of the new Ipswich Waterfront Innovation Centre;
- Working actively as part of Ipswich Vision to develop its vision Action Plan;
- Purchased and demolished the former central police station with transformation into a car park pending further development;
- Obtaining a RIBA 'highly commended' award for the reinstated plasterwork at the Regent Theatre;
- The refurbishment of the Town Hall entrance;
- Taking action to kick-start development on the Waterfront at Stoke Bridge by acquiring two sites;
- Invested more than £1 million in caring for Grade 1-listed Christchurch Mansion.

IN TERMS OF OUR DIRECT CONTRIBUTION WE WILL:

- Use our land and property assets to stimulate growth in the town especially in the Enterprise Zones including Princes Street;
- Begin to deliver the master plan for the Sroughton Enterprise Park, bringing employment opportunities for local people;
- Deliver high quality car parking across the town, including the development at Crown Street and at least one other multi-storey car park;
- Working with our partners, improve the public realm in the town centre, particularly the Cornhill;
- Use our assets and expertise to complete the development of the Waterfront;
- Encourage local companies to supply goods and services to the Council;
- Develop a new approach to apprenticeships within the Council;
- Develop a day to night time economic strategy with our partners, contributing to higher spend in the town and more jobs;
- Determine a permanent site for Ipswich Market as part of the Cornhill Regeneration Scheme;
- Review our support to businesses to ensure we are joining up our approach to supporting new and existing businesses;
- Use our property portfolio to provide high quality accommodation to businesses and public sector bodies;
- Work with our contractors to improve construction skills within the area, so local developments can be delivered by a local workforce.



IN TERMS OF OUR ENABLING ROLE WE WILL:

- Work with partners across the Ipswich Vision group to deliver the Vision;
- Pursue a strategy of improving the quality of the town centre by targeting specific retailers to move here;
- Lobby for improvements in infrastructure such as a Northern Route, improved rail connectivity and service;
- Support the University of Suffolk in key areas of business growth such as STEM and digital technologies, generating high-skill, high-wage jobs;
- Work with our partners in the Local Enterprise Partnership to ensure Ipswich “punches above its weight” and plays a key role in the regional economy;
- Promote the benefits of being a Living Wage Foundation member and paying all employees a Living Wage;
- Promote apprenticeships across the town as part of our approach to improving jobs and skills in the town;
- Enable the development of the Ipswich Garden Suburb;
- Enable the completion of the final stages of the Ravenswood development;
- Work with partners to develop an anti-poverty strategy;
- Reduce the number of “eyesore” sites in the town;
- Attract more quality businesses to our town centre.



“Attract more quality businesses to our town centre”

WE WILL MEASURE SUCCESS BY MONITORING:

- Employment figures;
- % council apprenticeship placements filled;
- % and/or value of goods and services from local suppliers;
- Progress against project plans for Sproughton Enterprise Park, Enterprise Zones and the Cornhill;
- Progress against the Ipswich Vision goals;
- Funding secured for infrastructure schemes;
- Median income of Ipswich employees;
- Town centre occupancy and quality statistics;
- Number of homes occupied in the Ipswich Garden Suburb;
- Asking residents, businesses, and visitors what they think.

PRIORITY

2

A SUSTAINABLE ENVIRONMENT

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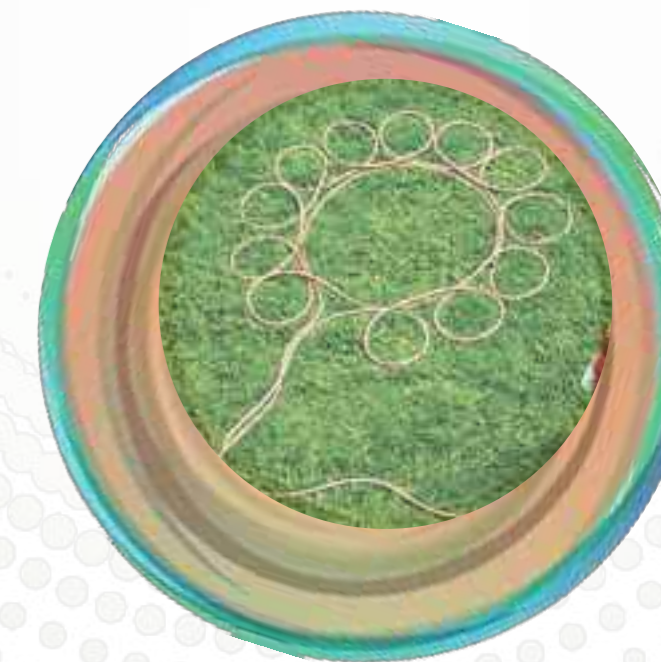
We recognise that a high quality environment is key to the success of the town's economy and the health and wellbeing of our residents. The Council provides a range of services to support this, including one of the highest concentrations of green open space of any urban area in England.

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Holywells Park £3.5 million Park For People HLF and Big Lottery project completed - new visitor centre, toilets, conservatory, café and wildlife improvements;
- Ipswich recycling rate increased to 43.1%;
- Installed solar panels at 10 sheltered housing schemes and Crown and Fore Street swimming pools;
- Creating an Ecological Network Map for Ipswich to promote wildlife habitat diversity;
- Being shortlisted for three years in a row in APSE Parks & Open Spaces management awards;
- Being awarded Green Flags at Christchurch and Holywells parks;
- Celebrating the Greenways Project's 20th anniversary; more than 30,000 trees have been planted since inception;
- Emptied more than 21 million bins on their scheduled day (more than 99.9% of total);
- Investment in Landseer Park and Murray Park, including play equipment.

IN TERMS OF OUR DIRECT CONTRIBUTION WE WILL:

- Keep the town clean focusing on litter, chewing gum and dog fouling, including better enforcement and making it easier to use the "Cleaner Ipswich" reporting system;
- Develop the remainder of the Millennium Cemetery;
- Work with partners to reduce pollution and ensure there is a high quality public transport network;
- Continue to maintain and develop the Borough's parks and open spaces, including seeking a Heritage Lottery fund grant to improve Chantry Park;
- Continue to reduce our carbon footprint;
- Continue to provide a free brown bin collection service and fortnightly black and blue bin collection;
- Continue to provide verge maintenance services on behalf of Suffolk County Council to a standard higher than that funded by the County Council;
- Manage the River Corridor;
- Support the development of new green spaces within housing developments where it is appropriate to do so;
- Use our expertise and powers to protect the town's historic environment;
- Support quality bus services through our ownership of Ipswich Buses Ltd and instructing no dividend should be paid.



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IN TERMS OF OUR ENABLING ROLE WE WILL:

- Enable volunteers, communities and Friends groups to contribute to the development of our parks and open spaces and use them to improve community wellbeing;
- Encourage developers to design high quality green spaces within new developments;
- Lobby for investment in public transport to encourage modal shift, reduce congestion, improve air quality (especially in AQMAs), keep the town moving and reduce the town's carbon footprint.

“Encourage developers to design high quality green spaces”



WE WILL MEASURE SUCCESS BY MONITORING:

- The biodiversity of the Borough;
- The improvements secured for public transport;
- The contribution of volunteers, communities and Friends groups;
- Responses from businesses and residents;
- The condition of the town's historic environment;
- Progress against our carbon reduction targets;
- The performance of our refuse collections;
- The cleanliness of the town;
- Air quality.

AN ENJOYABLE PLACE TO LIVE, WORK & STUDY

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Built a new pavilion at Ransomes sports ground, a new skatepark in Whitehouse Park and opened the Profiles on the Waterfront gym;
- Supporting the re-opening of Broomhill Pool with a first stage HLF grant awarded, a project supported by a £1 million pledge from the Council;
- Staging successful World War One commemoration events/ exhibitions and unveiling Victoria Cross paving slabs in Soane Street;
- An estimated 1.85 million people enjoyed a wide range of council organised events and cultural activities both at the Regent and Corn Exchange and in our parks, town centre and Waterfront;
- Hosted more than 1.3 million swims at Crown Pools and Fore Street swimming pool, with Crown Pools the twelfth busiest pool in the country;
- Increasing investment in cultural organisations including the six Arts Council National Portfolio Organisations now based in Ipswich;
- Securing a nationwide tour visit of Constable's major painting "Salisbury Cathedral from the Meadows", which was viewed by more than 32,000 people and acquiring, with partners, a rare early painting by John Constable, "A Lime Kiln", to hang in Ipswich's Christchurch Mansion;
- Providing seed funding of £10,000 to Suffolk Foundation to enable the creation of a £400,000 fund to support grass-roots sports;
- Refurbished the Regent Theatre with a new front of house;
- Engaged with 750,000 customers at the Tourist Information Centre.

We want Ipswich to be an attractive place to live, work and study. Key to this is a high quality arts, leisure and culture offer delivered by the council and its partners.

IN TERMS OF OUR DIRECT CONTRIBUTION WE WILL:

- Review the way we provide tourist information;
- Continue to provide a range of free events for residents and visitors;
- Improve play equipment in our parks;
- Develop the programme at the Regent and Corn Exchange;
- Ensure our sport and leisure offer is competitive in a changing market;
- Develop a Sport and Leisure Facilities Strategy;
- Invest in the fabric of the Regent Theatre to improve the visitor experience;
- Improve Ipswich Museum including seeking Heritage Lottery Funding for a refurbishment scheme that includes new gallery displays.





IN TERMS OF OUR ENABLING ROLE WE WILL:

- Support the Arts Council National Portfolio Organisations (NPOs) based in the town to provide a vibrant arts offer;
- Enable communities, volunteers and Friends Groups to contribute to the development of the town's arts, culture and leisure offer;
- Assist in the provision of a new town centre primary school;
- Support University of Suffolk and Suffolk New College to grow and flourish.



“Asking residents and visitors what they think”

WE WILL MEASURE SUCCESS BY MONITORING:

- Investment in our arts, leisure and culture facilities;
- Take up of arts, culture and leisure activities;
- Asking residents and visitors what they think;
- Monitor car park use when events are taking place;
- Monitor hotel occupancy when events are taking place and annually;
- Monitor footfall in the town centre.

A HEALTHY COMMUNITY

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Agreeing a deal to allow the new Two Rivers GPs' surgery to be built on the old West Villa site;
- Increased take-up of the HEARS service;
- Supporting the Ipswich Dementia Alliance to ensure Ipswich becomes a Dementia Friendly Town;
- Developing circular running routes in five of our parks;
- Successful implementation of Food Hygiene star-rating system;
- Improved the insulation of 338 "hard to heat" council houses;
- Reducing fuel poverty across Council homes with a programme of fitting A-rated boilers, upgraded insulation and solar panels;
- Introducing the "Lifeworks" employee assistance programme for our workforce;

- Ensuring our tenants live in good quality homes by implementing the Ipswich Standard;
- Improving provision for homeless people minimising the impact homelessness can have on health and wellbeing;
- Delivered a Phase IV Cardiac Rehab class for those recovering from cardio-vascular illnesses. There were 736 attendances over a 15 month period;
- The Jumpers 4 Goalposts programme designed to engage young people that are hard to reach in physical activity and help improve their physical health. Over 700 young people aged between 7-17 years old engaged in the project;
- Created a respiratory class in the last year that enables older people suffering from COPD and other respiratory diseases to improve their health through physical activity. There were over 425 attendances in the past eight months.

Our provision of green space, parks, sports facilities and good living environments contributes greatly to the quality of life for Ipswich residents.

Our services influence the health of local people and respond to health issues in our communities, such as our provision of the HEARS (Home Emergency Alarm Response Service) service and sheltered housing.

IN TERMS OF OUR DIRECT PROVISION WE WILL:

- Work with health partners to provide new GP surgeries across the town;
- Provide accessible sport and leisure opportunities for all ages and abilities;
- Become a Dementia Friendly Council;
- Develop the HEARS service to extend the service to more users and utilise a wider range of technology;
- Ensure that all council-owned catering outlets are 4/5 star on the national Food Hygiene ratings scheme;
- Participate in the Health and Wellbeing Board and associated work programmes as appropriate;
- Proactively support safeguarding of children and vulnerable adults through our own systems and links with key partners;
- Continuation of the fuel poverty reduction programme across council housing;
- Promote the health benefits of physical activity including working with GP practices;
- Continue to work with partners to reduce rough sleeping and homelessness.



IN TERMS OF OUR ENABLING ROLE WE WILL:

- Enable Ipswich to be a Dementia Friendly Town;
- Ensure all established eating places are rated 4* or better in the national Food Hygiene ratings scheme;
- Work with partners to promote healthy eating and exercise;
- Work with partners to reduce fuel poverty;
- Work with partners to develop more efficient and effective approaches to independent living reducing hospital admissions, bed blocking and ongoing care requirements;
- Work in partnership with Ipswich Hospital and the Clinical Commissioning Group (CCG) to improve the way that health needs are identified and met in Ipswich;
- Work with partners to improve Community Resilience.



“Developing circular running routes in five of our parks”



WE WILL MEASURE PROGRESS BY MONITORING:

- Take up of the HEARS service;
- Progress towards becoming a Dementia Friendly Council and a Dementia Friendly Town;
- Progress with the development of commissioned new GP surgeries;
- Changes to independent living provision in the town;
- Physical activity levels and health indicators including life expectancy.

QUALITY HOMES FOR ALL

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Building 137 council homes, including those at award-winning Bader Close and the flats at Barnes Square in McClure Way, with street names honouring two local military heroes;
- Bringing 221 more empty homes back into use;
- Refurbishment of 127 “prefab” homes in Rushmere;
- Completed 5,153 kitchen and bathroom refurbishments on Council homes;
- Completed 1,481 disabled adaptations on Council homes;
- Identification of sites to form a pipeline for development of new homes over the coming years;
- Development of a modern new homeless families unit and extension of our provision in the east of the town;
- 2,534 episodes where homelessness was prevented;
- 4,442 interventions to improve the standard of private rented accommodation in the town and 1,346 private houses in multiple occupation inspected to maintain safe and decent living conditions;
- 100,000 repairs to our housing stock in the past five years and 2,500 void properties repairs.

The Council provides around 7,500 council houses for rent across Ipswich and has embarked on a programme to build 1,000 homes in a decade. As well as being a direct provider, the Council has a key role in enabling good quality housing to meet need in the town.

IN TERMS OF OUR DIRECT PROVISION WE WILL:

- Build 1,000 new homes in a decade;
- Bring empty homes back into use;
- Review our sheltered housing provision;
- Work with partners to prevent homelessness and rough sleeping;
- Manage the transition to Universal Credit as it affects our tenants;
- Maintain the Ipswich Standard for Council housing;
- Work with private sector landlords to improve standards;
- Set new environmental standards for our housing stock.





IN TERMS OF OUR ENABLING ROLE WE WILL:

Work with partners to bring “stalled sites” forward for development;

Work with developers and others to progress the Ipswich Garden Suburb;

Assist in the provision of affordable homes within private sector led schemes.

“Build
1,000 new
homes in a
decade”



WE WILL MEASURE PROGRESS BY MONITORING:

The number of new homes built by the Council;

The number of homeless households and rough sleepers;

The number of empty homes brought back into use;

The number of episodes where homelessness is prevented;

Progress in improving private sector housing including the number of interventions to maintain decent living standards;

The impact of Universal Credit on our tenants;

The number of stalled sites brought forward for development.

SAFE COMMUNITIES

The Council works with its partners to tackle community safety issues in the town.

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Responding to the introduction of new ASB legislation relating to anti-social behaviour and community triggers;
- Issuing 78,565 penalty charge notices to reduce illegal parking having a negative impact on traffic flows and safety to the detriment of residents, visitors and businesses;
- Completing a new Civil Parking Enforcement agreement with Suffolk County Council to 2021;
- Ipswich awarded Purple Flag recognising excellence in providing safe town centres;

- Being an active part of the nationally recognised Reducing The Strength campaign;
- Prosecuted major employers for breaches in health and safety;
- Supporting taxi marshals, improving safety in the night-time economy;
- Monitoring more than 228 CCTV cameras 24/7, 365 days of the year;
- Being part of a multi-agency approach to reduce anti-social behaviour in Jubilee Park.

IN TERMS OF OUR DIRECT CONTRIBUTION WE WILL:

- Work with partners to reduce drug hotspots and clean them up;
- Reduce anti-social behaviour across the town and especially in our parks and open spaces;
- Provide an efficient and effective noise nuisance service at night and at weekends;
- Continue to provide a management service for CCTV across the town;
- Ensure the town is safe, including through maintaining safe working environments through health and safety inspections of local businesses;
- Provide safe car parking and manage on street parking to promote road safety;
- Improve our approach to enforcement;
- Working with businesses to ensure safe licensing practices.



IN TERMS OF OUR ENABLING ROLE WE WILL:

- Chair the Community Safety Partnership and identify need for action by partners, supporting delivery where appropriate;
- Help design out crime in development schemes;
- Work with partners to respond to emergencies effectively;
- Ensure Ipswich remains free of street prostitution.



“Monitoring more than 228 CCTV cameras”



WE WILL MEASURE SUCCESS BY MONITORING:

- Levels of anti-social behaviour and noise nuisance;
- Levels of enforcement including on health and safety matters;
- Reduction in drug hot spots;
- Asking residents and businesses what they think;
- Levels of crime.

PRIORITY

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AN EFFICIENT AND EFFECTIVE COUNCIL

In order to deliver high quality services to our communities, the Council needs to operate efficiently and effectively, ensuring as much resource as possible is targeted at the things that matter most to our communities.

OUR ACHIEVEMENTS IN THE PAST FIVE YEARS INCLUDE:

- Providing approximately £1,783,200 in grants to community organisations enabling them to provide services to the most vulnerable and needy in our communities;
- Provided £812,603 in Area Committee grants to support area-based projects to improve quality of life;
- Reducing our accommodation costs by more than £300,000 a year by purchasing Grafton House;
- Made more than £1 million savings in senior management costs by restructuring and redesigning the Council;
- Improved customer access and efficiency via new Customer Relationship Management software, the MyIpswich portal, and business process re-engineering;
- Achieving 84% of new Housing Benefit Claims being made online;
- Gaining Living Wage accreditation by paying all Council employees at least the Living Wage Foundation's Living Wage rate and insisting that contractors pay their staff at least the Living Wage, and also improving pay for apprentices;
- Finally resolving the situation with the Icelandic bank investments;
- Successful implementation of Single Status Harmonisation;
- Set up Ipswich Borough Assets Ltd and developed plans to set up additional companies.



LOOKING AHEAD WE WILL:

- Deliver the “big ticket” savings and income targets and seek additional ways to cut costs and generate income;
- Secure further tenants for surplus Grafton House space;
- Increase our online offering, joining up different systems so customers only have to “tell us once” and encouraging cheaper and more efficient interactions with the Council;
- Improve our marketing and communications;
- Seek to reduce reliance on government grants;
- Develop our employees to ensure they are customer-focused, proactive and have a can do approach;
- Implement our “Agile Working” programme enabling more flexibility in the way we work and provide services, reducing our accommodation costs and improving our recruitment and retention;
- Improve our internal communications, particularly with those employees who are not based at Grafton House;
- Develop and implement a People Strategy and workforce development plan so we develop, retain and attract talented people;
- Modernise our finance and HR ICT systems to ensure that they support modern working practices;
- Promote local decision-making and ensure community grants are delivering outcomes for local people;
- Work to increase local people’s pride in Ipswich and promote equality of opportunity.

“Improved customer access and efficiency”

WE WILL MEASURE PROGRESS BY MONITORING:

- Progress against financial targets as set in the Medium Term Financial Plan;
- Dependency on government grant;
- Recruitment, retention and sickness absence;
- Outcomes delivered through Community Grants;
- Channel shift;
- The Agile Working project plan;
- Asking the workforce and customers what they think.

