

CHRISTCHURCH PARK

**IPSWICH**

**CENTRAL**

**Five Year**

**Business Plan**

IPSWICH  
WET DOCK



# *Action. Not Words.*

*Manifesto &  
Five-Year  
Business Plan 2026*

## *IPSWICH WILL*

- ▶ Maintain a robust uniformed presence from Ipswich Central and its partners
- ▶ Be Britain in Bloom award-winning by 2030
- ▶ Relentlessly tackle and exclude those who break the law
- ▶ Have the most public art in the UK by 2030
- ▶ Have a legacy from its City of Culture bid
- ▶ Attract major names to the region's biggest book festival
- ▶ Have the UK's best craft beer festival by 2030
- ▶ Create the environment for the next Ed Sheeran
- ▶ Have the biggest street art festival in the region by 2030
- ▶ Have food and drink campaigns fit for a county town
- ▶ Be proud of and celebrate its independent businesses
- ▶ Have the biggest promotional channels in the East by 2028
- ▶ Host the county's Christmas
- ▶ Be one of the best-informed town centres in the UK.

# *We work for you.*



**Steve Flory**  
Chair, Ipswich Central. Founder, Hudson Signs



**Lee Walker**  
Chief Executive Officer, Ipswich Central

Ipswich Central is your Business Improvement District. It exists for one reason: to serve the businesses of this town.

For both of us, that commitment is personal. We were both born in Ipswich. We have seen the town at its best, we know its strengths, and we also know the challenges it faces.

We do not pretend everything is easy.

Trading is tough, costs are high, expectations are rising and town centres everywhere are having to fight harder for every visit, every pound and every hour of people's time.

**That is why this plan is built around action, not words.**

Ipswich Central has to be practical, visible and useful. It has to bring more people into town, support safer streets, raise standards, promote businesses, back culture, create events, and make Ipswich feel like a place people choose to visit, work in and invest in. It has to help improve trading conditions, not simply talk about them.

This next five years is about building on what has already been delivered and going further. More uniformed presence on the ground. Stronger campaigns. Better data. Bigger festivals. A town centre that looks cared for, feels safer and gives people more reasons to come back.

We are proud to lead an organisation that is by business, for business and for Ipswich. We are also clear that the levy is not our money; it is your money, and it must be spent carefully, transparently and with purpose.

Our promise is simple. We will work hard for you and with you. We will challenge complacency. We will measure what we do. We will keep showing up. And we will keep pushing Ipswich forward.

**No magic wand. No empty promises. Just hard work, delivery and a proper commitment to the business community we are here to serve.**

# IPSWICH CENTRAL

*By business  
For business  
For Ipswich*

Ipswich Central is your Business Improvement District. Independent. Not for profit. Business forward; it is led by the people who run businesses in this town. Every pound of your levy goes back into Ipswich town centre, improving the area for your business, your staff and your customers.



**Steve Flory**  
Chair, Ipswich Central.  
Founder, Hudson Signs.



**Ellie DeGory**  
EDRM



**Terry Hunt**  
Chair of Thomas Wolsey 550



**Alan Pease**  
Principal and Chief Executive  
Officer, Suffolk New College



**Paul Ager**  
Divisional Port Manager,  
Associated British Ports



**Doug Rintoul**  
Chief Executive and Artistic  
Director, New Wolsey Theatre



**Richard Brame**  
Operations and Change  
Director, Willis Tower Watson



**Prof Jenny Higham**  
Vice Chancellor and CEO,  
University of Suffolk



**Dione Walton**  
CEO of Students Union,  
University of Suffolk



**Rebecca Bird**  
Centre Manager,  
Buttermarket Shopping Centre



**Josh Wade**  
Head of Mergers &  
Acquisitions, OCS



**Mark Hubert**  
Founder, James St Peter



**Diogo Abreu**  
Managing Director,  
Gough Hotels



**John Ferguson**  
Award winning portrait  
photographer



**Anthony Missen**  
CEO & Artistic Director,  
DanceEast

THE BOARD

We believe in action, not promises. With your backing, we've spent the last term focused on what matters: more people in town, safer streets, stronger businesses. And we're seeing results.



**Lee Walker**  
CEO



**Trish Summers**  
Head of Corporate Services



**Melanie Willis**  
Communications Manager



**Adam Barnard**  
MLB Supervisor



**Abbie Hayward**  
Digital Executive



**Kirscha Brown-Powell**  
Office Manager



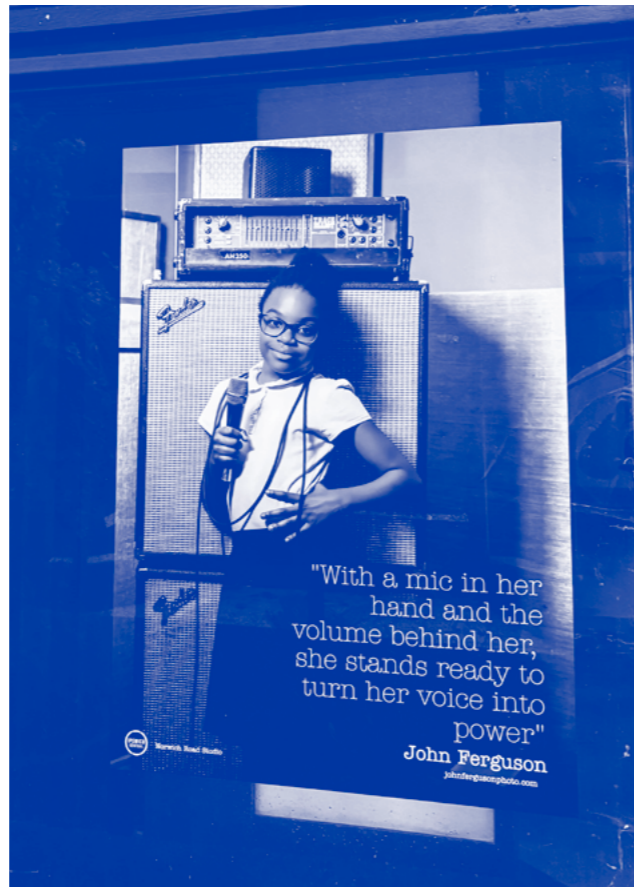
**My Local Bobby**

# *The Track Record:*

# *What We've Delivered*

# Safety and Standards

- 1 More officers on the ground.  
230 supported arrests since 2024.  
£29,130 recovered in stolen stock since 2024. £361,200 of shoplifting deterred since 2024.
- 2 Transformed Stoke Bridge Wharf, a stronger first impression of Ipswich.
- 3 Monthly standards walks with the Police, Ipswich Borough Council and Suffolk County Council.  
50 issues identified, acted on and resolved in 2025.
- 4 Delivered major public art at Paul's Silo with Sammi Wong.
- 5 Commissioned a mural with Ipswich Town Football Club celebrating the clubs link with the community.
- 6 Supported Wild Walks Festival to create 10 street art murals.
- 7 Activated 20 vacant units with photography and displays, working with John Ferguson and Call Me Ted.
- 8 New hanging baskets installed and worked with greener Ipswich to deliver 10 new planters.
- 9 Fixed Alleyway lighting to "the Church".



# Campaigns and Marketing

- 1 'Welcome Home Ed' Campaign,  
90,000 tickets, 200,000 additional visitors. We made sure they saw the town, not just the stadium.
- 2 Sip'Swich: 10,000+ stamps over two years, generating at least £60,000 in additional spend.
- 3 Forknight: 5000 additional meals sold, delivering, £100,000 of additional spend.
- 4 A real tree, always, and the introduction of A Very Suffolk Christmas.
- 5 Ipswich Craft Beer Week:  
12 events, eight venues in year one.
- 6 Partnered with Brighten the Corners, on two festivals bringing over 10,000 people to Ipswich, from up to a 3 hour drive time.
- 7 Supported Ipswich Book Festival to bring 1,000 visitors, driving additional footfall directly to venues across the town.
- 8 The Traitors finale screening bringing 500 people into town.
- 9 The largest social media channels for Ipswich and by Ipswich. Content viewed more than 6.2 million times, showcasing local businesses and events.
- 10 Free parking after 3pm Wednesdays in Blackfriars.



# *The Commitment* *The Next Five Years*

IPSWICH TOWN FOOTBALL CLUB

We have done a lot, but  
there is still much more to do.  
This is about what comes next.  
Building on our vision of an Ipswich  
from the Waterfront to the Park.  
Clear actions you can hold us to.

# Standards of Ipswich

Standards matter. The town needs care, consistency and pride. If Ipswich doesn't feel looked after and safe, nothing else matters.

## Safer Streets

Ipswich will have a robust uniformed presence from Ipswich Central and its Partners.

- ▶ A minimum of four My Local Bobby officers, on the ground
- ▶ Targeting shoplifting
- ▶ Challenging anti-social behaviour.
- ▶ Night and Day.

## Greening

Ipswich will be Britain in Bloom award winning by 2030.

- ▶ Seasonal hanging baskets, delivered with our partners including Ipswich Borough Council
- ▶ Maintained to Britain in Bloom award-winning standards.

## Civil Banning Scheme

Ipswich will relentlessly tackle and exclude those who break the law.

- ▶ Shared intelligence through the Alert platform
- ▶ A civil banning scheme in place. Ban from one, banned from all
- ▶ Clear consequences for repeat offenders
- ▶ We will push for stronger powers, including a town-wide order to stop street drinking.

## Public Art

Ipswich will have the most public art in the UK by 2030.

- ▶ Commission at least three new pieces every year
- ▶ A growing, visible programme.

# 2 Ipswich Festivals

A town needs energy  
A reason to visit  
A reason to come back  
We will build it  
Clear pillars  
Clear audiences  
More people in town  
More reasons to stay

## **Art & Culture Week**

Ipswich will have a legacy from its City of Culture bid.

- ▶ One week
- ▶ Multiple themes
- ▶ From football culture to visual arts.

## **Book Festival**

Ipswich will attract major names to the region's biggest book festival.

- ▶ Five-year commitment
- ▶ Scaled up
- ▶ Positioned as a national destination
- ▶ Driving weekend visits.

## **Craft Beer Festival**

Ipswich will have the UK's best Craft Beer Festival by 2030.

- ▶ Celebrating our beer heritage
- ▶ Showcasing venues
- ▶ Bringing new audiences into town.



## **Music Festival**

Ipswich will create the environment for the next Ed Sheeran.

- ▶ Backing Brighten The Corners
- ▶ Priority access for town centre workers
- ▶ More people. More nights. More spend.

## **Street Art Festival**

Ipswich will have the biggest Street Art Festival in the region by 2030.

- ▶ A week-long takeover
- ▶ Local and international artists
- ▶ The town as a canvas.

# Ipswich Campaigns

We've built momentum.  
Now we scale it.  
Learn from experience.  
Analyse data.  
Keep what works.  
Make it bigger.  
Make it better.



## *Sip'Swich & Forknight*

Ipswich will have Food and Drink campaigns fit for a county town.

- ▶ Proven campaigns
- ▶ £100K+ already delivered to local venues in spend
- ▶ We grow them further
- ▶ More venues. More customers
- ▶ More Buzz. More spend.



## *Uppa Townen*

Ipswich will be proud.

A year-round civic pride campaign.

- ▶ Starts with Valentines Day
- ▶ A town-wide celebration
- ▶ Love for place, people and independents
- ▶ Then continues. All year. Championing business, culture and community.



## *Digital Support*

Ipswich will have the biggest promotional channels in the east by 2028.

- ▶ Relentless promotion
- ▶ Positive messaging
- ▶ Reaching the region at scale
- ▶ Driving people to your door.



## *A Very Suffolk Christmas*

Ipswich will host the county's Christmas.

- ▶ Starts with a very Suffolk tree but with so much more
- ▶ A market with identity
- ▶ Local produce. Local makers
- ▶ Entertainment, fun and festive magic
- ▶ From light shows to Suffolk Punches
- ▶ A festive season we can all feel proud of.

# *Informing Ipswich:*

*Giving you the data to judge our work*

Campaigns only work when they deliver results. We don't guess. We measure. We provide clear intelligence so businesses can track performance locally and benchmark it nationally, making sure activity is relevant, effective and delivering value across Ipswich.

**EVERY BUSINESS RECEIVES A DATA PACKAGE COVERING:**

## *Footfall Tracking*

Clear visibility of how many people are coming into the town centre, and when.

## *Spend Tracking*

Understanding what people are spending, where, and how that is changing over time.

## *Police UK Data*

Up to four-digit level insight into crime trends and public safety indicators.

## *Movement Data*

How people move through the town, where they go and where they stop.

## *Vacant Unit Tracking*

Monitoring empty units to understand occupancy trends and town centre health.

# Levy Rules

## THE BALLOT

- 1** Ipswich Borough Council will send those responsible for properties or hereditaments to be subject to the BID a ballot paper prior to 19<sup>th</sup> June 2026.
- 2** Each property or hereditament subject to the BID will be entitled to one vote in a postal ballot which will commence on 19<sup>th</sup> June 2026, and close at 5pm on Thursday, 16<sup>th</sup> July 2026. Ballot papers received after 5pm on 16<sup>th</sup> July 2026 will not be counted. The ballot papers will be counted on Friday 17<sup>th</sup> July and the results announced as soon as practically possible.
- 3** In order for the proposal to be successful at ballot the result will need to meet, as a minimum, two independent criteria which are: (a) of those ballots returned by the close, those voting in favour of the proposal must exceed those voting against it, and (b) of those ballot papers returned by the close, the total rateable value (RV) of those properties or hereditaments which vote in favour, must exceed the total of those voting against.
- 4** If successful at ballot, the BID will commence on 1<sup>st</sup> April 2027 and will continue for a period of 5 years to 31<sup>st</sup> March 2032.

## THE LEVY

- 1** The BID levy will apply to all persons or organisations liable to pay the non-domestic rates for eligible hereditaments within the BID area.
- 2** The levy rate to be paid by each property or hereditament is to be calculated as 2% of the non-domestic rateable value as of 31<sup>st</sup> March 2027.
- 3** From Year 2 onwards, the levy rate will be increased by the fixed rate of inflation of 3% per annum (rounded). By way of explanation, the starting levy rate of 2% in Year 1 will become 2.060% in Year 2.
- 4** Only properties or hereditaments with a rateable value of £24,500 or more will be eligible for payment of the levy.
- 5** Those occupiers within Sailmakers and Buttermarket Centres that are subject to a service charge will pay a levy of 75% of the amount that would otherwise apply.

- 6** The number of properties or hereditaments liable for the levy is approximately 465.
- 7** In all instances, any national ratings revaluation during the BID term will be disregarded and the rateable value assigned to each hereditament will be fixed to the value as at 31<sup>st</sup> March 2027.
- 8** The levy is due annually in advance (1<sup>st</sup> April to March each year) on 1<sup>st</sup> April each year (the 'chargeable day') and no refunds will be made.
- 9** If a revised or new rateable value is applied because of any change of use or a physical change to a property or hereditament including, inter alia, new construction, merger, subdivision, extension, and refurbishment, the revised rateable value would be applied as at the next 'chargeable day'. If that new rateable value is below £24,500, the property or hereditament will only be exempt from the levy as from that next 'chargeable day'.
- 10** If, either; (a) a new property or hereditament enters the list or (b) a property or hereditament with a RV which had previously been below the £24,500 threshold is assigned a rateable value which is £24,500 or more, the property or hereditament will become liable from the next 'chargeable day' after the effective date of change.

- 11** The ratepayer of untenanted properties or hereditaments will be liable for payment of the levy. This includes listed buildings.
- 12** Those hereditaments whose primary purpose is the full-time education of children under the age of 16 will be exempt from liability.
- 13** Ipswich Borough Council will be responsible for collection of the levy and will make no charge for doing so.

## THE BID AREA



Bid Area

# Accountability and Transparency

**1** The BID Proposer is Locus Management Solutions Ltd (Company Number 05339846 t/a Ipswich Central and All About Ipswich), a not-for-profit organisation, limited by guarantee (the “BID Body”).

**2** The BID Board will have responsibility for financial arrangements, contractual obligations, human resources, standards and compliance, and strategic direction. It shall meet no less than quarterly and, from time to time, may form sub-groups to help advise its work.

**3** Provided that the BID is meeting its overall objectives, the Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID boundary or to the levy rate proposals may require an Alteration Ballot.

**4** The BID Body shall meet with the Billing Authority to monitor service delivery, levy collection and financial management issues.

**5** If a business with a rateable value of less than £24,500 wishes to contribute to the BID, it may do so as a voluntary contribution.

**6** The BID will file annual accounts compiled by independent accountants with Companies House. An annual report on activities, including finances, will be published. An Annual Meeting for Members and levy payers will be held.

**7** An Operating Agreement including a statement relating to the Baseline services has been agreed.

**8** Notification of the intention to hold a ballot was sent to the Secretary of State on 19<sup>th</sup> January 2026.

# Finances

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>INCOME</b>						
<b>BID Levy</b>	£873,049	£899,240	£926,218	£954,004	£982,624	<b>£4,635,136</b>
<b>Additional Income</b>	£21,276	£21,276	£21,276	£21,276	£21,276	<b>£106,380</b>
<b>Total income</b>	£894,325	£920,516	£947,494	£975,280	£1,003,900	<b>£4,741,516</b>
<b>EXPENDITURE</b>						
<b>Operating Costs</b>	£136,399	£136,399	£136,399	£136,399	£136,399	<b>£681,995</b>
<b>Standards</b>	£306,984	£307,784	£307,784	£307,784	£307,784	<b>£1,538,120</b>
<b>Ipswich festivals</b>	£290,757	£290,757	£290,757	£290,757	£290,757	<b>£1,453,785</b>
<b>Campaigns</b>	£160,185	£160,185	£160,185	£160,185	£160,185	<b>£800,925</b>
<b>Total Expenditure</b>	£894,325	£895,125	£895,125	£895,125	£895,125	<b>£4,474,825</b>
<b>SURPLUS</b>	0	£25,391	£52,369	£80,155	£108,775	<b>£266,691</b>

- ▶ A cautious approach has been adopted to budgeting for the BID term with a levy collection rate of 95% assumed
- ▶ The average annual levy available to be spent by the BID for the term is £927,027
- ▶ Annual surpluses act as a contingency provision on expenditure and total reserves will total £266,691 by the end of the term. This equates to 6% of total expenditure over the term
- ▶ Overheads of the BID (e.g. levy collection, accountancy, insurances, and office costs and a proportion of staff costs) are estimated as 15% of total expenditure
- ▶ In the event that the BID Body operates another BID Arrangement, overhead costs will be split proportionally by the number of Arrangements
- ▶ Our additional Income: 'To represent business' we should be able to do business.

Through our consultancy arm, **Locus Place**, we generate outside income to cover most of our running costs. This means your levy money isn't spent on our desks, it's spent on delivery for business' and people, be that locals or tourist. We are a not for profit. There are no shareholders. There is no dividend. There is only delivery for a better town.

## *How do I vote?*

The ballot for Ipswich Central Business Improvement District runs from the 19<sup>th</sup> June to the 16<sup>th</sup> July 2026.

You should receive one ballot paper for each property that you are eligible to vote for by post. If your ballot paper doesn't arrive, or if you require a replacement ballot paper, please email [info@ipswichcentral.com](mailto:info@ipswichcentral.com).

Each ballot paper comes with its own return envelope. Complete the ballot paper by putting a cross (X) beside your choice.

Write your name in BLOCK capitals, your position in the business and your signature.

Each ballot paper must be returned in its own separate envelope.

Return your completed ballot paper(s) either by post, or request a courier to collect your ballot paper.

To request a courier, or if you need any further information or assistance, please email [info@ipswichcentral.com](mailto:info@ipswichcentral.com).



