

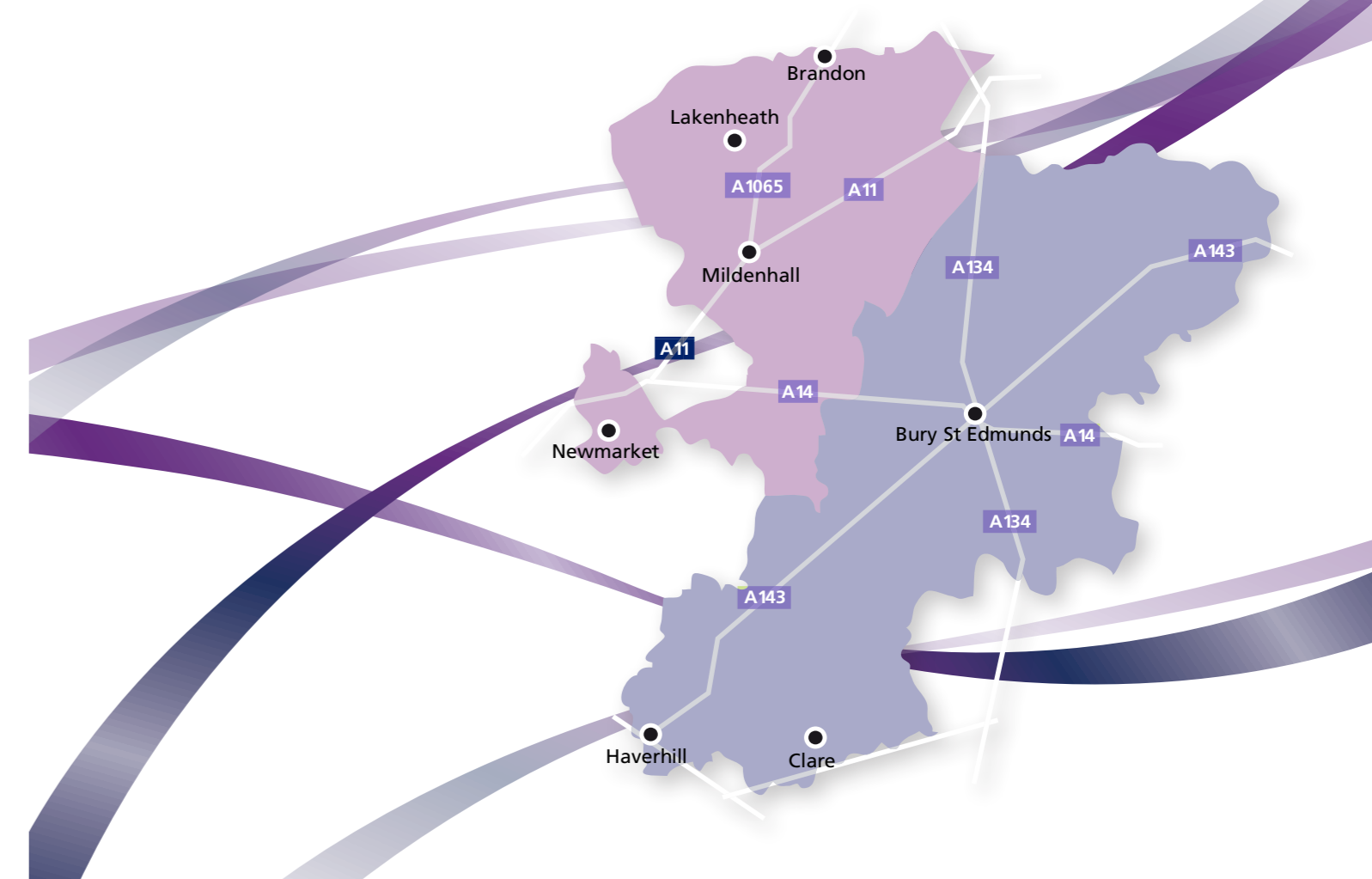
- **Housing** – There is a national drive to deliver more housing. This, combined with a growing need for additional homes in West Suffolk presents a real opportunity to be more creative in encouraging new types of housing which better respond to the needs of our local communities.
- **Business** – Our areas of focus are supporting new and innovative start-ups and ensuring a supply of quality move-on space to meet our growing businesses. Also creating the environment and collaborations which supports innovation and attracts new and higher value businesses leading to the right mix of jobs to grow our economy now and into the future.
- **Infrastructure and energy** – Suitable infrastructure is vital to support growth in West Suffolk and open up further opportunities for economic and social benefit. We are on or near major road growth corridors; the A14 linking Felixstowe to Cambridge and other large growth centres in the Midlands as well as the A11 Tech Corridor. We will continue to actively work with developers, partners and the public sector as well as neighbouring authorities to bid for finance and invest in infrastructure. Our planning policies ensure sufficient infrastructure is in place to support strategic housing applications and, as member council of the Suffolk Growth Programme Board, we are developing a strategic framework to integrate cross boundary transport with infrastructure and growth. Equally there is great scope to invest in energy and data infrastructure to not only get an economic and financial return but social benefits too.

How will investments be assessed?

We manage our investments as an active portfolio where we balance social and economic outcomes and well as financial returns. Overall our portfolio will achieve a net 1% return and by working with others and aligning activities and other funding under our Growth priorities (Strategic Plan 2018-2020) we will accelerate delivery of inclusive growth across West Suffolk. Proposals for investment will demonstrate a strategic fit and will be assessed against our investment framework. We used metric linked to



West Suffolk Growth Investment Strategy



What we stand for - Our Vision for West Suffolk

"Supporting and investing in our west Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all."
Strategic Framework 2018-2020

Our Councils have a track record in investing and delivering projects, which contribute to growth; infrastructure which delivers new houses and employment, a solar farm which generates energy and income, start-up units to support new businesses, a new industrial park and a STEM skills programme with the college and primary schools, to name some.

Our strategy serves to promote our approach, to attract and harness other investment and interest in our areas. By investing in West Suffolk, it is not just about growing and supporting our communities but acknowledging the benefits to be achieved in doing so to the wider UK economy.

We recognise by investing in our area and communities we can be more commercial, not

only by creating an income to support services but more importantly in investing in businesses, housing, infrastructure and the type of growth which benefits everyone now and into the future.

West Suffolk is a good place to invest in, our Investment Strategy identifies clear opportunities which contribute to delivering our Growth Priorities (Strategic Plan 2018-2020). Together with investors, stakeholders and other partners we will use it as a vehicle to focus energies, activities and investment to accelerate delivery of shared outcomes.

Our role as an investor is:

"To use our investment fund, influence and assets to maximise the positive impact we have on our communities and businesses, generating economic, social and financial return and reinvesting where it will achieve the most benefit to deliver the best outcomes for all."

What does the Investment Strategy do?

Tool, supporting and enabling delivery of the Vision & growth priorities in the Strategic Plan (2018 – 2020) and the legacy beyond that

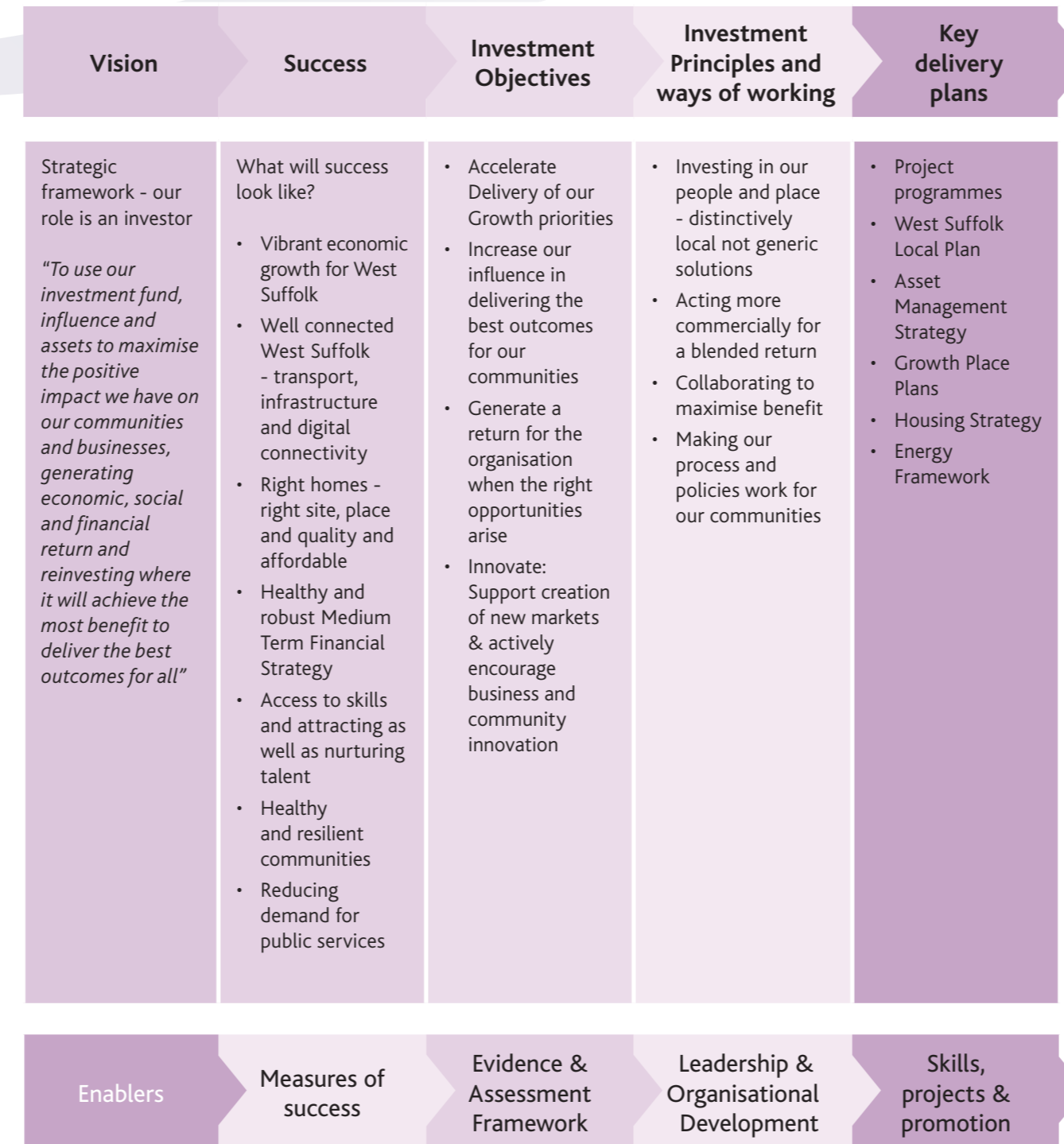
Reflection of our pro-active leadership, demonstrating our direction of travel

Reflection of our ambition and foresight that many of our investment choices now will lay building blocks for future generations

Statement of our strengths as an area and opportunities; which also provide clarity for investors, funders and other stakeholders

What is our approach?

Growth Investment Strategy



The benefits of investment and what success looks like:

- Vibrant economic growth for West Suffolk
- Well connected West Suffolk – transport infrastructure and digital connectivity
- Right homes – right size, right place, right quality and affordable
- Healthy and robust Medium Term Financial Strategy – helping keep Council Tax low, protecting high quality frontline services and providing more income to re-invest in social and economic beneficial schemes.
- Access to skills – attracting and nurturing talent to support current and future business
- Healthy and resilient communities – more economically prosperous with better facilities and access to jobs
- Reducing demand for public services – helping people keep healthy

Financial Return

While we expect much more than a purely financial return from investments it still is an important consideration. Our growth investment returns are reinvested to support our vital services and other growth projects. Monitoring and managing our investments as a balanced portfolio ensures we achieve an overall net return of 1% (after borrowing costs) equivalent to £400,000 per annum from the investment fund performance.

Opportunities – Be part of the West Suffolk story

West Suffolk has great investment opportunities both for the Councils to create economic and social benefit but also for businesses and developers. Our West Suffolk Growth Investment Strategy shows we are open for business and looking to strengthen and forge new relationships with the public and private sector to drive forward our aspirations. With the creation of a new single Council for West Suffolk and a £40 million investment fund, we are in a great position to behave more commercially and be more nimble in commercial and investment decision making.

We have identified four broad areas which present opportunities and meet the priorities set out in the Strategic Framework 2018 – 2020. We want to stimulate interest, align stakeholder activity and investment relative to our own, while creating social and economic benefits for our communities. The opportunities in our Strategy are not an exhaustive list and we welcome other proposals and ideas. Contact us at Economic.development@westsuffolk.gov.uk 01284 757114. Additional opportunities will be explored as we prepare other delivery documents in 2018, such as our Asset Management strategy and our Place Specific Growth Plans in 2018 for our towns and rural areas.

The opportunities are in four categories:

- Inclusive Growth** - Our commitment to supporting resilient families and communities ensures that we can invest, either financially or through capacity building, in the voluntary community sectors, contributing to wellbeing, enhancing skills and enhancing connectivity to services and support.

