EAST MIDLANDS INVESTMENT ZONE

STRATEGY AND INVESTMENT PLAN

CLAIRE WARD
MAYOR OF THE
EAST MIDLANDS

East Midlands
Combined County
Authority

Contents

Executive Summary

This Strategy and Investment Plan for the East Midlands Investment Zone (EMIZ) sets out a framework of measures to support the delivery of this vision based on unlocking inclusive, innovation-led growth in the priority sectors - green industries and advanced manufacturing. The EMIZ will unlock investment, stimulate productivity, and generate thousands of high-quality jobs. The EMIZ will ignite a new era of inclusive, innovation-led growth, placing Derbyshire and Nottinghamshire at the heart of the UK's green industrial revolution.

Vision:	The East Midlands Investment Zone (EMIZ) will mobilise targeted incentives and funding to tackle barriers and unlock investment at scale resulting in the development of advanced manufacturing and green industries clusters as a catalyst for renewal and inclusive economic growth. The EMIZ represents a powerful statement of intent: that the East Midlands is ready to lead Britain's journey into a cleaner, smarter industrial future.
Strategic Objectives:	• Strategic Objective 1: Enable inclusive growth in the priority green industries and advanced manufacturing sectors • Strategic Objective 2: Drive Innovation and Research that supports commercial growth and investment within the EMIZ • Strategic Objective 3: Strengthen workforce skills and capability that results in inclusive economic growth • Strategic Objective 4: Position designated and other opportunity sites as prime locations for sector investment
Theme 1:	**Enabling Inclusive growth and removing barriers** <u>Focus</u>: Creating the conditions for businesses in the advanced manufacturing and green industries sectors to thrive by promoting coordinated and targeted support that contributes to addressing barriers faced by businesses, particularly SME businesses, and attracting inward investment to the East Midlands County Combined Authority area. <u>Intervention Areas</u>: • EMIZ Beacon – developing EMIZ as part of an impactful regional brand and effective communications that raises the profile of opportunities within the EMIZ • EMIZ Business Hub – coordinating comprehensive support and advisory services for established and new businesses, providing a single point to access to sector focused funding, innovation and skills measures • EMIZ Business Fund – coordinated finance and grant funding for target sector organisations that contributes to specific and deliverable investment that results in inclusive economic growth • Sector Network Development – advance business networks to support and coordinate priority sector businesses and provide a voice for the priority sectors

Theme 2: **Driving Competitive Advantage through Innovation**

Focus: Supporting the development of an effective innovation eco-system that supports the commercialisation of new technologies, products and processes in support of economic and green growth objectives for the East Midlands, levering major investment opportunities to promote the development of the region as a knowledge hub for priority sectors.

Intervention area:

- Knowledge and Skills Capital – measures aimed at retaining and attracting leading talent to the region, supporting the transfer of knowledge to industry and enabling the deployment of new technologies
- Innovation Infrastructure – investment to enhance facilities including labs and innovation centres, alongside facilities to support testing and validation
- Demonstrator and Scale up Capability – measures targeted to advancing innovation in specific opportunity sub-sectors through promotion of R&D and commercialisation
- Technology Adoption – activity that supports the transfer of technology to sector related applications and commercialisation as an engine for growth

Theme 3: **Maximising Skills and Pathways to Work**

Focus: investing in pathways that support people at all stages – from school to graduates and those in the labour market looking to retrain or upskill – in order to meet the specific skills needs that the sectors – including in nuclear, zero emission propulsion, renewables, green construction and sustainable advanced manufacturing organisations – are identifying. Interventions should support flexible and role specific training, while pathways should seek to remove barriers to labour market participation.

Intervention Areas:

- Skills programmes – funding for apprenticeships and short courses co-designed to meet the specific needs of sector businesses.
- Careers education and Guidance – outreach and engagement to raise awareness and support pathway development from school age to graduates to retraining.
- Curriculum Planning and Coordination – development of focused skills and workforce strategies and associated training plans under EMIZ Skills Roadmap
- Skills Infrastructure – targeted investment in training facilities and specialist equipment

Theme 4: **Anchoring Investment and Opportunities with Sites and Infrastructure**

Focus: Unlocking and accelerating key employment sites, ensuring they are development-ready with the right utilities, transport connections, and planning consents in place. The EMIZ provides a vehicle to align infrastructure investment with industrial, innovation and green economy growth priorities, ensuring that place-making and productivity go hand-in-hand.

Intervention areas:

- Infinity Park Derby – supporting growth and investment as a focus for a nuclear supply cluster, with Rolls Royce identified as the selected partner for SMR technology in the UK, alongside other advanced manufacturing activities
- Hartington Staveley – supporting growth and investment as a focus for advanced manufacturing, targeting rail-linked advanced manufacturing and green technologies
- Explore Park – providing strategic development platforms for advanced manufacturing and green technology supply chain to support regional growth by attracting inward investment in support of UK critical infrastructure sectors.
- EMIZ Sites Programme Support – overarching programme level measures to support effective planning, transport integration and market positioning
- Other Strategic Sites – support for feasibility and implementation at other sites where this unlocks transformational growth in the identified sectors

Total EMIZ Flexible Funding over the first five years will amount to £70 million. This will be supplemented by funding secured from growth in retained business rates across designated sites including IPD and Hartington Staveley. Allocations will seek to maximise leverage of commercial and other funding.

The Strategy and Investment Plan sets out five **strategic recommendations**:

1. **Foster Collaboration** with partners in industry, academia and government to implement a coordinated programme of cluster support that unlocks innovation, business investment and growth in clean energy and advanced manufacturing sectors.
2. **Champion the Region** as a nationally recognised hub for advanced manufacturing and clean energy industries, developing EMIZ at the heart of an 'East Midlands' brand, focused on manufacturing excellence.
3. **Build Sector Skills Pathways** using EMIZ to support the planning, coordination and targeted delivery of skills interventions that meet the urgent needs of priority sector businesses investing and growing in the East Midlands, while ensuring that pathways to secure and high quality sector jobs within the East Midlands are established to meet future sector needs.
4. **Promote Applied Innovation** using collaborative spaces and programmes that enable co-designed solutions, showcase emerging technologies, and drive innovation-led growth in future growth sectors including nuclear, fusion and advanced construction.
5. **Drive Cluster Development** at designated EMIZ sites, creating an environment that accelerates investment and supports inclusive growth ambitions through targeted incentives, funding and other support mechanisms.

1. Introduction

The East Midlands Investment Zone (EMIZ) will mobilise targeted incentives and funding to tackle barriers and unlock investment at scale resulting in the development of advanced manufacturing and green industries clusters as a catalyst for renewal and inclusive economic growth.

The EMIZ represents a powerful statement of intent: that the East Midlands is ready to lead Britain's journey into a cleaner, smarter industrial future.

This EMIZ Strategy and Investment Plan sets out a framework of measures to support the delivery of this vision based on unlocking inclusive, innovation-led growth in the priority sectors - green industries and advanced manufacturing. The EMIZ will unlock investment, stimulate productivity, and generate thousands of high-quality jobs. The EMIZ will ignite a new era of inclusive, innovation-led growth, placing Derbyshire and Nottinghamshire at the heart of the UK's green industrial revolution

Announced by Government in 2024, the Investment Zone policy is a flagship tool to catalyse local growth, supported by a package of policy levers including tax reliefs, business rates retention, capital and revenue funding, and devolved powers.

The East Midlands Combined County Authority (EMCCA) is the accountable body for the EMIZ. Working with partners across government and industry, the EMIZ will apply these initiatives strategically to address barriers to development, strengthen priority sectors, and build capacity within local communities and institutions. At its core, the EMIZ is a place-based approach that seeks to position the East Midlands at the forefront of investment in priority growth sectors under the UK's Modern Industrial Strategy.

The EMIZ Strategy and Investment Plan establishes the framework through which this will be delivered over the first five years.

Purpose of the Strategy and Investment Plan

By setting out a bold yet evidence-led vision, the Plan offers clarity to investors, confidence to communities, and a shared direction for local partners committed to inclusive, innovation-led growth.

The EMIZ was formally announced by Government in October 2024. The East Midlands Combined County Authority (EMCCA) has now prepared this Strategy and Investment Plan which serves the following primary purposes:

1. To articulate a shared vision for the EMIZ and define the outcomes the programme seeks to achieve over the next five years.
2. To set out a clear picture of current performance and existing strengths, alongside opportunities to grow the economy through EMIZ.
3. To guide investment decisions across the core intervention themes: enabling inclusive business growth, skills, innovation, and sites.
4. To provide confidence to partners, investors, and communities through a transparent, evidence-led and collaborative approach to delivery.

The Strategy and Investment Plan provides a clear framework to support the delivery of objectives for the EMIZ over an initial five year period:

- Enabling inclusive growth in the priority green industries and advanced manufacturing sectors
- Driving Innovation and Research that supports commercial growth and investment within the EMIZ
- Strengthening workforce capability that results in inclusive economic growth
- Positioning EMIZ and other opportunity sites as prime locations for sector investment

Preparing the Strategy and Investment Plan

The EMCCA has overseen the collaborative development of this strategy through engagement with constituent and other local authority partners, businesses, universities, sector representative organisations and government departments. The plan draws on a combination of economic evidence, spatial analysis, stakeholder engagement, and best practice in innovation and place-based development. It also draws on the EMIZ Innovation Roadmap and the EMIZ Skills Roadmap. More than 60 organisations have been directly engaged through the process (Figure 1), with more than 200 participants engaged in events to inform the preparation of the Roadmaps.

Figure 1: Photos of Business Engagement and Steering Group Workshops

The approach ensures alignment with both local priorities and national policy objectives, including inclusion, net zero, and economic growth.

Structure of the Strategy and Plan

The remainder of this document is structured as follows:

- Section 2: East Midlands Investment Zone
- Section 3: Review of Current conditions with the EMIZ
- Section 4: The Opportunities for Growth including the priority sectors and EMIZ sites
- Section 5: The Strategic Framework including intervention areas
- Section 6: The Governance and Delivery Plan

2. East Midlands Investment Zone (EMIZ)

EMIZ forms part of a once-in-a-generation opportunity to supercharge growth in Derbyshire and Nottinghamshire. Backed by up to £160 million in Government funding and a suite of tax incentives, EMIZ targets high-potential sectors with the tools they need to thrive. As one of 12 zones nationwide, it puts the East Midlands at the forefront of the UK's push for regional innovation and competitiveness under the UK's Modern Industrial Strategy.

2.1 Sector Growth Ambition

The EMIZ is set to generate major economic, social and environmental benefits over the next decade, leveraging strategic investment to deliver lasting impact across the region (Figure 2).

Figure 2: Key inputs, leverage and benefits

Source: EMCCA 2025

Benefits include the following, to be delivered over the next decade:

- **Job Creation**: Up to 4,300 new high-quality jobs, focused on green and advanced manufacturing sectors.
- **Private Investment**: Attracting at least £383 million in private sector investment, leveraging public funding.
- **Productivity Growth**: Supporting innovation and commercialisation of research to enhance business competitiveness.
- **Skills Development**: Tackling low qualification levels through tailored retraining and upskilling programmes.
- **Brownfield Regeneration**: Unlocking around 180 hectares of constrained land for economic use and sustainable development.
- **Net Zero Transition**: Enabling the growth of clean technologies and sustainable infrastructure.

Together, these outcomes will drive inclusive growth and help position the East Midlands as a national leader in clean, high-value industry.

The EMIZ focuses on two growth sectors to drive inclusive growth: green industries, including clean technologies, nuclear and energy infrastructure, and advanced manufacturing, with strengths in transport equipment including rail and aerospace, modular construction, defence and supply chain development.

2.2 Strategic Vision and Objectives

The East Midlands Investment Zone presents a compelling range of investable opportunities, underpinned by a bold spatial vision and a long-term plan for growth. The IZ offers the certainty and ambition businesses and investors need to commit with confidence.

The following shared vision for the EMIZ has been identified:

> ***" The East Midlands Investment Zone will mobilise targeted incentives and funding to tackle barriers and unlock investment at scale resulting in the development of advanced manufacturing and green industries clusters as a catalyst for renewal and inclusive economic growth.***
>
> ***The EMIZ represents a powerful statement of intent: that the East Midlands is ready to lead Britain's journey into a cleaner, smarter industrial future. "***

Strategic objectives for the EMIZ underpin the principal themes of the Strategy and Investment Plan:

Strategic Objective 1: Enable inclusive growth in the priority green industries and advanced manufacturing sectors

We will champion the East Midlands as a national leader in clean technologies and advanced manufacturing, leveraging our heritage and internationally renowned brands to attract global investment that unlocks opportunities for local businesses and communities.

- Facilitate the development of advanced and innovative cluster-based ecosystems.
- Support locally rooted firms to plan and implement measures that drive growth.
- Leverage public investment to attract private capital.
- Strengthening collaboration across government, business and academia.
- Enhance the clarity, coordination and reach of communication channels.

Strategic Objective 2: Drive Innovation and Research that supports commercial growth and investment within the EMIZ

We must support cutting edge research that can be translated into economic impact by deepening collaboration between businesses and the region's universities, strengthening knowledge exchange, and fuelling applied innovation.

- Expand applied innovation infrastructure and research capabilities that create pathways to implementation within the EMIZ.
- Encourage adoption of new technologies that support process and product innovation including artificial intelligence (AI) and automation.
- Foster spinouts and support scale-up activity.

Strategic Objective 3: Strengthen workforce skills and capability that results in inclusive economic growth

We will work with industry to develop a skilled and adaptable workforce by addressing critical skills gaps, ensuring local talent is equipped with technical skills and industry knowledge needed to drive innovation, enhance productivity, and secure access to high-quality, secure jobs.

- Develop bespoke training and reskilling programmes that enable businesses to thrive.
- Support progression routes into priority sectors and development pathways that allows the workforce to realise its potential.
- Embed inclusion and accessibility into all delivery plans.

Strategic Objective 4: Position designated and other opportunity sites as prime locations for sector investment

We will establish priority sites as catalysts for advanced manufacturing and clean energy industry expansion, attracting investment by leveraging existing assets, sector expertise, and sustainable development incentives.

- Enhancing site readiness through delivery of enabling and specialist infrastructure to unlock investment and growth.
- Showcasing sites as leading locations for investment.
- Creating pathways for local communities to access opportunities.

2.3 Unlocking Growth

The EMIZ will deliver on these objectives using incentives and funding.

- Incentives – the designated sites offer attractive tax incentives to support business investment that secures additional growth within the EMIZ. The incentives - which apply to land at Infinity Park Derby, Hartington Staveley (near Chesterfield) and Explore Park (near Worksop) – will help to address barriers to development through targeted reliefs and allowances over a period of up to ten years:
  - Relief from Stamp Duty Land Tax on property transactions.
  - Enhanced Structural and Building Allowances for construction works and Capital Allowances relating to investment in plant and equipment.
  - Relief from business rates and employer National Insurance contributions for the occupiers of new premises.
- Funding - Backed by £160 million of Government investment over a ten-year period, the EMIZ is designed to catalyse regional economic growth through targeted support for green and clean technologies and advanced manufacturing. The local retention of business rates growth from the development of priority sites will create income to support additional investment and long term planning, alongside other sources of public and private sector investment.

2.4 EMIZ Status

The EMIZ has been approved by the EMCCA and high level proposals have successfully passed through the Government's five Gateway stages (Figure 3).

Figure 3: Gateway Process for EMIZ

Gateway 1: Vision	➢ Clear case for Investment Zone ➢ Sector priorities confirmed
Gateway 2: Economic Geography	➢ Defined the spatial footprint and strong growth potential ➢ Justified regional focus and site designation
Gateway 3: Governance	➢ EMCCA confirmed as accountable body with clear assurance arrangements ➢ EMIZ Development Board established in an advisory capacity
Gateway 4: Interventions	➢ Outline intervention plan aligned to sectoral focus and barriers ➢ Intervention framework across five themes
Gateway 5: Delivery	➢ Scale up plans to establish delivery capacity and strategy ➢ Commit to developing a Strategy and Investment Plan for EMIZ

The EMIZ was officially announced in October 2024, with funding and incentives available from April 2025.

This Strategy and Investment Plan provides a clear forward-looking vision and confirms the priority objectives and themes, aligned to the overarching Growth Plan for the East Midlands. It will inform the shaping of the investment programme for EMIZ under the Flexible Fund and emerging business rates retention arrangements.

3. Strategic Alignment and Current Conditions

The Strategy and Investment Plan for the East Midlands Investment Zone (EMIZ) is underpinned by a comprehensive review of the region's strategic objectives and current economic conditions.

3.1 Strategic Alignment

The EMIZ has been developed in line with the UK Government's Investment Zone policy, which aims to accelerate economic growth, innovation, and productivity by creating globally competitive sector clusters that unlock private investment, support levelling up, and contribute to net zero. The EMIZ delivers directly against these aims through a focus on two high-value, high-potential sectors: Green Technologies (including nuclear and energy infrastructure) and Advanced Manufacturing (with strengths in transport equipment, modular construction, defence and supply chain development).

The establishment of the EMCCA marks a transformative shift in the region's ability to shape and deliver economic policy. With new devolved powers across skills, transport, housing, and economic development, EMCCA provides the institutional platform to integrate investment across a wide geography. The EMIZ is one of the first major interventions under this new governance framework and reflects EMCCA's inclusive growth mission.

Nationally, the EMIZ is fully aligned with the UK 2025 Industrial Strategy, which employs a sector-led approach focusing on supporting specific industries where the UK has a competitive advantage or the potential for growth. As part of a bold 10-year plan, Government support will be tailored to the needs of priority sectors including advanced manufacturing and green energy. It includes commitments to:

- Harness technological innovation in advanced manufacturing through £4.3 billion in funding, including up to £2.8 billion in R&D to drive automation, AI, and digitisation.
- Become a clean energy manufacturing and innovation superpower, with commitments of £1.7bn to build clean energy supply chains.

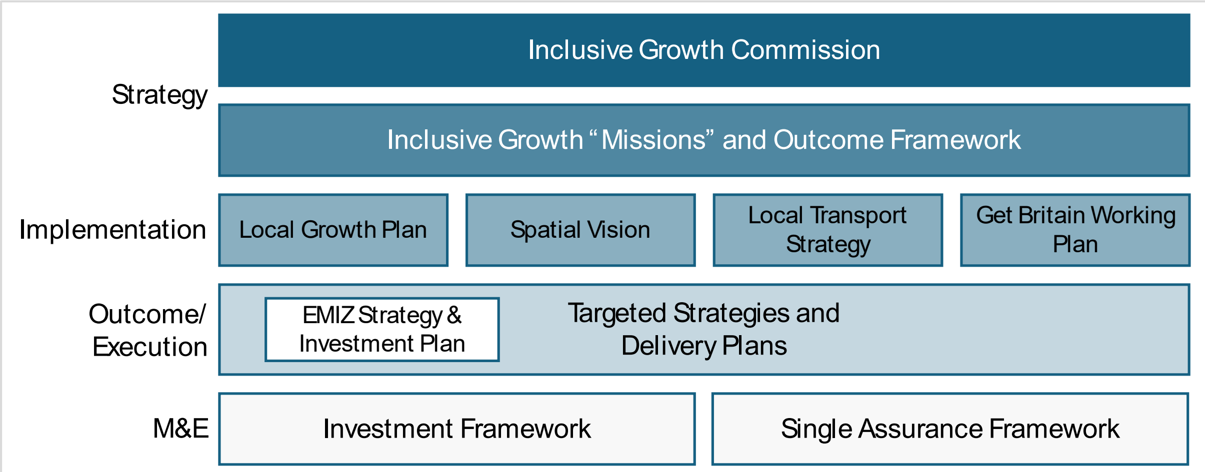
The East Midlands is recognised as a nationally important cluster for advanced manufacturing, with the EMIZ identified as part of the UK network of Industrial Strategy Zones. Re-centring the UK as a Nuclear Nation is a cornerstone of the commitment to clean energy and advanced manufacturing. This includes the selection of Rolls Royce as the SMR preferred bidder to partner with Great British Energy, commitments to the SSN-AUKUS programme for submarine development, and development fusion capabilities through the delivery of the STEP prototype power station at West Burton.

The EMIZ supports this direction, offering a coordinated vehicle for investment that enhances regional capabilities, strengthens supply chains, and drives progress toward net zero and reindustrialisation.

Alignment with Broader Regional Strategy Development

This Strategy and Investment Plan has been developed alongside wider strategic policy work, ensuring alignment with the East Midlands' emerging policy framework. It directly supports delivery of the Local Growth Plan and other implementation strategies that advance the region's overarching inclusive growth objectives (see Figure 4).

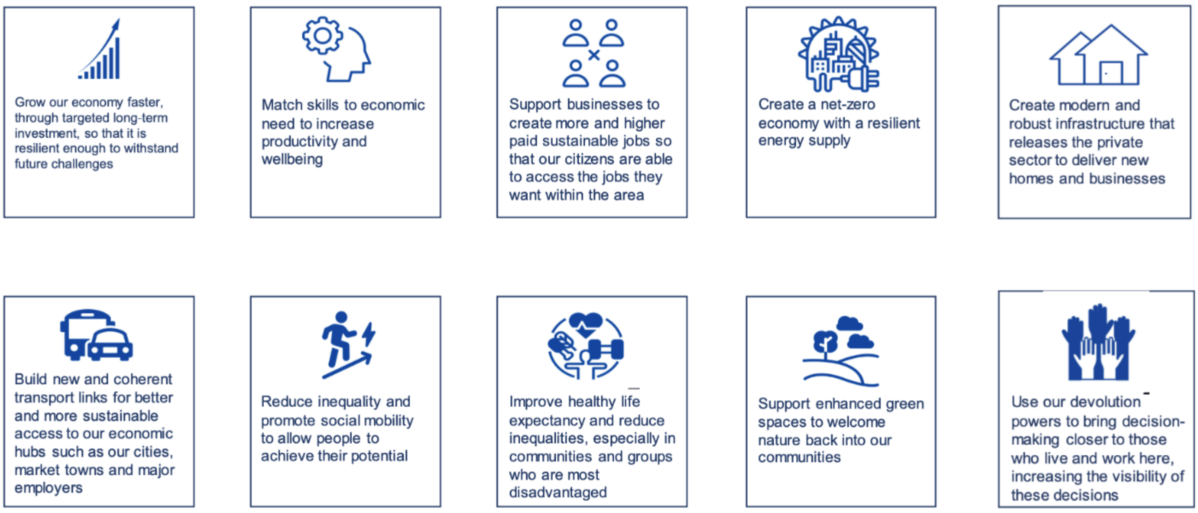
Figure 4: Overview of regional strategy development currently in delivery



Inclusive Growth Commission

The Inclusive Growth Commission is shaping EMCCA's long-term vision for equitable prosperity across the East Midlands. Its work centres on strategic "missions" (see Figure 5) and an outcomes framework to track progress. The EMIZ SIP is aligned with this agenda, embedding inclusive growth principles and serving as a practical testbed for delivering fair, community-focused investment.

Figure 5: Inclusive Growth Missions



Local Growth Plan

Our Local Growth Plan (LGP) is a plan for everywhere in the East Midlands and for everyone who lives here. With the dual purpose of raising ambition and unlocking opportunity, the LGP serves as a cornerstone of EMCCA's strategy for delivering inclusive growth. It translates the Inclusive Growth Commission's vision into thematic and spatial priorities and will define a region-wide portfolio of priority interventions across employment, innovation, infrastructure, and business support.

This EMIZ Strategy and Investment Plan has been co-developed alongside the LGP and will shape delivery around sector and site development for the EMIZ. Plans draw on a consistent evidence base and shared stakeholder engagement. This Strategy and Investment Plan shapes how for EMIZ will support LGP policy principles:

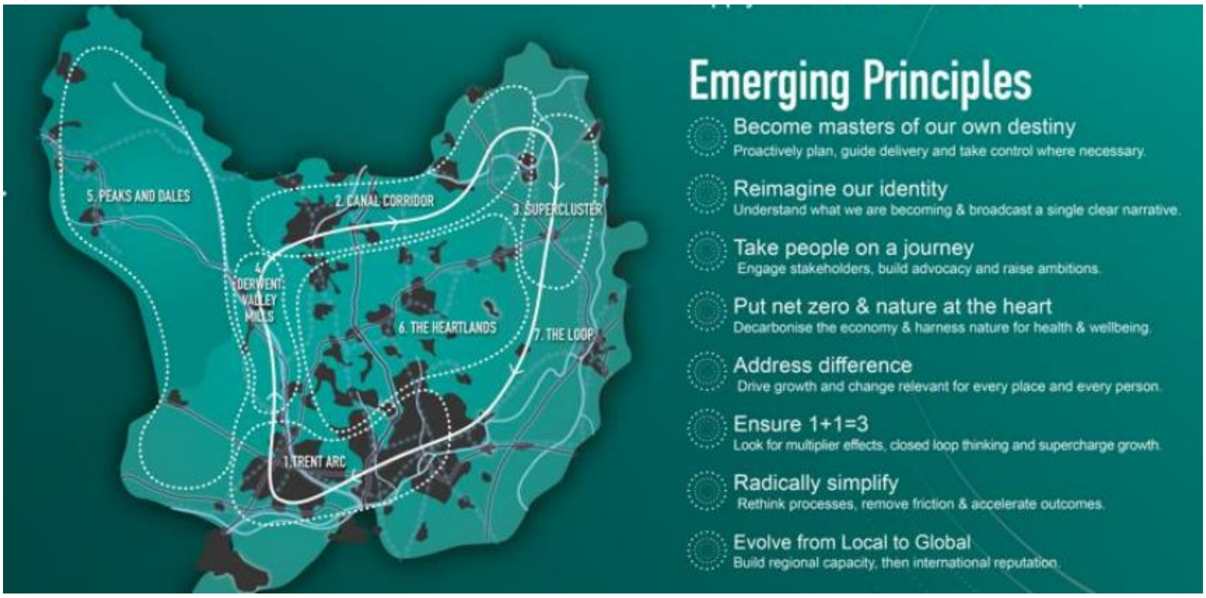
- **Investing in our Enablers of Growth** – strategic objectives and intervention themes for the EMIZ fully support our LGP enablers of growth: Promoting innovation and the knowledge economy; raising workforce capacity, education and skills; enhancing connectivity; and supporting infrastructure that contributes to securing net zero emissions.

- **Leveraging High-Growth Sectors** – the EMIZ will support delivery across priority sectors including clean energy and advanced transport manufacturing, alongside foundational sectors and supply chains.

Spatial Vision

Our Spatial Vision forms the geographic expression of EMCCA's inclusive growth strategy. It aims to develop a coordinated spatial framework that reflects the economic, demographic, and environmental characteristics of the region, supporting more place-sensitive investment decisions. Infinity Park Derby forms part of the South Derby Growth Zone, a key element of the Trent Arc, while Hartington Staveley and Explore Park are both located in the Canal Corridor. Proposals for the regeneration of these sites are fully consistent with the emerging spatial priorities. These sites were selected based on their potential to deliver strategic growth, address spatial inequalities, and integrate with wider regeneration efforts. The SIP supports the Spatial Vision by bringing forward targeted investment into priority growth locations, facilitating the delivery of enabling infrastructure, and ensuring sites are activated in ways that are consistent with broader regional land use goals.

Figure 4: Spatial Vision Plan



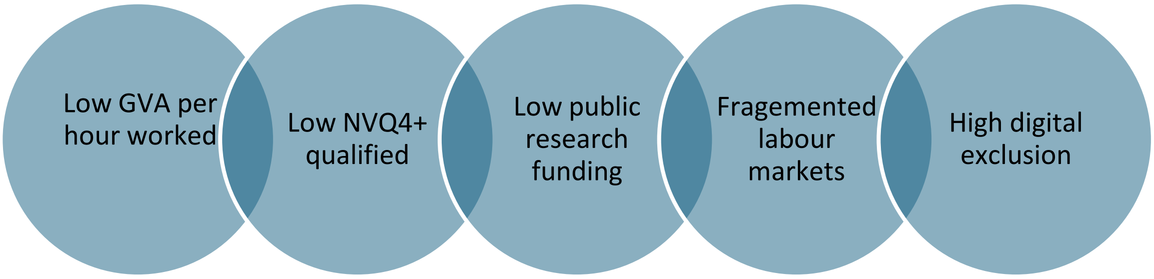
Aligning Ambition with Action

The EMIZ SIP is both a product of and a contributor to the East Midlands' wider policy landscape. It sits at the intersection of national investment priorities and regional strategic ambitions, offering a delivery mechanism that links strategy to site, and vision to action. The SIP has been intentionally developed alongside EMCCA's evolving suite of strategies, including the emerging *Local Transport Strategy* and the *Great Britain Working Plan*. It will remain a live document, responding to ongoing developments and remaining aligned to the shared goal of a more inclusive and innovative East Midlands. Implementation of the EMIZ will be aligned with the wider EMCCA strategic framework.

3.2 EMIZ Area Conditions

Economic Conditions

The Local Growth Plan Stage 1 Economic Assessment offers a comprehensive portrait of regional performance, disparities, and potential. Key area indicators are identified as follows:



Productivity and Economic Performance

The East Midlands has a diverse and growing economy, generating £50.9 billion in GVA and supporting over 79,000 businesses and 2.25 million residents. However, the region continues to underperform against national productivity benchmarks. GVA per hour worked is £31 - among the lowest in England – with recent GVA growth driven more by employment growth than output gains. While areas like Derby and South Derbyshire demonstrate strong productivity, others such as Mansfield, Bassetlaw, and Nottingham continue to lag. This uneven landscape highlights the need for targeted interventions to boost output and rebalance growth across the region.

Skills and Workforce

The East Midlands faces a dual challenge of skills shortages and qualification gaps. Only 37% of the working-age population hold NVQ Level 4+ qualifications – well below the national average. High vacancy rates in technical and scientific roles point to a misalignment between labour market needs and current education and training provision. Nearly 30% of economic inactivity amongst the working age population is due to long-term sickness, further constraining the labour pool. The region also experiences a net outflow of university graduates limiting its ability to build high-value, knowledge-intensive sectors. EMIZ aims to address these challenges through targeted, sector-specific pathways, employer-led training, and improved access to employment hubs – particularly in former industrial and rural communities.

Innovation and Business Dynamism

Innovation is a critical driver of growth and . the region has a strong university and research base. However, the East Midlands underperforms on key indicators. The region secured just 6.5% of England’s public research funding in 2023-24. Between 2020 and 2022, only 12.4% of businesses introduced unique products – well below the national average of 18.7%. Broader access to innovation infrastructure and funding is needed, particularly for SMEs. The EMIZ provides a platform to expand R&D capacity, support commercialisation, and strengthen the region’s overall innovation performance.

Spatial Inequality and Deprivation

The East Midlands' polycentric geography presents both opportunities and challenges. Economic activity is anchored in Derby and Nottingham, surrounded by market towns, rural areas, and post-industrial communities. This creates a diverse development base but also leads to fragmented labour markets and uneven access to opportunity. Deprivation across the EMIZ is mixed, with concentrations in Nottingham, Erewash, Mansfield, and Bolsover, while areas like Rushcliffe and Derbyshire Dales perform strongly on many indicators but still face affordability and access issues. The EMIZ's site selection reflects this spatial context – targeting locations with both strong economic potential and a clear case for addressing historic underinvestment.

Connectivity and Net Zero Infrastructure

Despite its central location, the East Midlands receives the lowest per capita transport investment in England. Connectivity remains a critical constraint and internal travel is slow and costly, especially east-west. Digital exclusion is also significant, with only 38% of rural premises accessing high-speed internet. These infrastructure gaps constrain economic inclusion and limit access to employment, particularly for lower-income residents. In contrast, the East Midlands has made major strides in clean energy capacity, tripling its renewable output in the past decade. However, industrial emissions remain high, and electricity grid capacity is becoming a bottleneck for further growth. EMCCA is overseeing the development of a Local Area Energy Plan and Digital Twin to enable the region to understand, from a whole system approach, how to efficiently work towards a decarbonised energy system The EMIZ will promote interventions aligned with the region's net zero and infrastructure priorities, supporting clean growth and improved accessibility.

Property Market

The East Midlands continues to be a pivotal hub for activity in industrial property markets, which incorporates both manufacturing and logistics accommodation. In 2024, the wider region accounted for 38% of the UK's industrial and logistics take-up, with activity driven by significant transactions for distribution facilities. Overall, take-up in the East Midlands increased by 6% compared to 2023, albeit with logistics accounting for a significant element of this growth.

Manufacturing has nevertheless remained at the forefront of the East Midlands economy. The sector demonstrated a strong commitment to innovation, with 38% of manufacturers adopting digital solutions and 61% planning further investments in 2025, aiming to increase productivity, reduce errors, and maintain competitiveness in a rapidly evolving market.

The region is actively transitioning towards advanced manufacturing, aiming to enhance productivity and global competitiveness. This shift is being reflected in the quality of new manufacturing stock, which is being taken to the market as a premium product to attract prestigious occupiers. In parallel, indigenous firms highlight challenges in securing modern accommodation due to investor preferences for strong covenant occupiers.

Sub-market area headline analysis

Chesterfield

The town experienced rapid growth as a result of industrialisation, accommodating major industrial firms, but the Chesterfield market is now more focused towards smaller manufacturing firms alongside major logistics operators in the M1 corridor.

- Total industrial space is approximately 297,300 sqm, comprising of mostly large units towards the M1 corridor and smaller units in and around Chesterfield.
- Annual demand for larger units has averaged around 13,100 sqm, exceeding rates of new stock delivery which have averaged 1,600 sqm each year.
- In spite of this, vacancy rates have been increasing and there is currently 9,226 sqm vacant for large units and 1,511 sqm for smaller units. This generally comprises of older stock.
- Rental values for larger units are around £83.50 per sqm, yielding 6%, somewhat lower than the headline rents in Derby. Smaller units achieve rents of around £97 per sqm.

Worksop

The town has historically experienced significant industrial development and has become a relatively well established location for logistics occupiers, particularly at well located business parks providing good access to the M1 motorway.

- Total stock is estimated to be 1,253,400 sqm, comprising of mostly large units (more than 929 sqm), including 929,000 sqm logistics.
- Overall vacancy rate of 14.4%. While this represents a reduction of 4.3% year-on-year, it reflects the loss of a number major operators over recent years. Industrial vacancy excluding logistics is just 1.1%, suggesting a relatively constrained supply for indigenous firms looking to relocate, and limited inward investment opportunities.
- New supply has been very limited over recent years. 120,000 sqm of new premises is under construction for logistics use.
- Rental values for general industrial accommodation average £70 per sqm reflecting low demand and the predominance of secondary stock.

Derby

The city remains a manufacturing powerhouse for the UK, home to some of the most important manufacturing firms in the country. Development continues to respond to this demand, but site availability is increasingly constrained and IPD is now the best located industrial site within the city.

- The industrial market spans 2,434,200 sqm, with 1,402,700 sqm specialised/light industrial stock and 1,022,000 sqm logistics space.
- 41,806 sqm of new space was delivered in the last 12 months, with 3,809 sqm currently under construction.
- The overall vacancy rate stands at 4.5% (up 1.7% from the previous year), with vacancy for specialised/light industrial remaining low at 2.9%. The lack of available accommodation has been identified as a barrier to indigenous business growth.
- Rental values at around £84 per sqm (up 4.2%), with industrial sector averages of almost £100 per sqm, reflecting a 14.1% cumulative increase over three years.
- Yields at 6.9%, slightly higher than the three-year average of 6.4%.

Nottingham

The economy of Nottingham is geared towards service sector activities, with industrial uses increasing pushed to the periphery of the city. The majority of the remaining industrial areas comprise of traditional secondary stock, a number of which are facing pressure for redevelopment.

- Industrial units are generally small (mainly under 929 sqm) due to the mainly urban location, while larger unit demand exists outside the city core in neighbouring districts.
- Total industrial stock amounted to 126,719 sqm in 2024, with evidence of increasing vacancy. Nottingham continues to offer a greater focus for service sector activities which form part of the supply chain for priority sectors.
- Stock growth has averaged 600 sqm per year over the past decade, though traditional industrial areas within the centre are increasingly under pressure and are subject to regeneration proposals (for example, the former Saw Mill site has been redeveloped to provide 297 student apartments).
- Rental values exceed £100 per sqm with a strong 5.5% yield, in part reflecting supply constraints.

3.3 Sector based opportunities

Through the EMIZ we will focus on unlocking growth across a set of high-potential sectors where the region has clear competitive strengths and national significance:

- Green Industries; and,
- Advanced Manufacturing.

This section reviews the key sectors of focus for the East Midlands Investment Zone, highlighting the specific opportunities they present for investment, innovation, and inclusive growth.

Green Industries

The East Midlands Investment Zone (EMIZ) prioritises growth in green industries, a broad sector defined by work that contributes significantly to environmental preservation and decarbonisation. This includes activities that protect ecosystems, reduce resource consumption, and minimise pollution. Using data from the Midlands Net Zero Hub's kMatrix, the green industries in the region cover 24 sub-sectors, encompassing both core and enabling activities.

Nationally, green industries are central to the UK Government's Invest:2035 industrial strategy, emphasising sustainable growth aligned with net-zero emissions. The East Midlands faces unique challenges and opportunities: its economy includes a higher share of carbon-intensive industries (16% of GVA) compared to London, creating urgency for decarbonisation to maintain competitiveness. Simultaneously, the region benefits from geographic, industrial, and academic strengths that position it well to lead in green technologies.

Within the EMCCA area, green industries employ around 43,440 full-time equivalent workers and contributed nearly £4.8 billion in GVA in 2023/24, marking significant recent growth. Wages in the sector average £42,600, well above the national average, reflecting high productivity and skill levels. Key sub-sectors include nuclear power, alternative fuels, photovoltaic technologies, and waste management, with rapid growth in emerging fields such as carbon finance.

However, the green sector faces challenges in skills and workforce development, including competition for talent, low public awareness, workforce diversity issues, and an ageing skilled workforce. The EMIZ Skills Roadmap highlights the need for clearer sustainability training pathways, enhanced SME engagement in skills uptake, better funding for training and innovation, and greater inclusion of digital and soft skills.

The region's clean energy industry assets are substantial, featuring global companies like Rolls-Royce and Toyota, leading universities with dedicated research centres, specialist training facilities, and innovation hubs. Policy initiatives such as the East Midlands Freeport and Hydrogen Innovation Zone further underpin growth. Priority sub-sectors for investment include nuclear technologies, hydrogen, green transport, construction, and sustainable manufacturing.

The Green Industries sector offers a transformative opportunity for the East Midlands to lead the transition to a net-zero economy. By harnessing innovation in clean energy industries, sustainable construction, and advanced environmental technologies, this sector promises significant economic growth, high-skilled jobs, and strengthened regional resilience. It positions the region at the forefront of the UK's green industrial revolution, driving both environmental sustainability and inclusive prosperity.

Advanced Manufacturing

Manufacturing remains an important part of the East Midlands economy with Advanced Manufacturing, characterised by technology-driven innovation and highly efficient production, a vital foundation for future growth. The sector's strength derives from a historic industrial base centred around Derby's automotive industry and Nottingham's manufacturing legacy, evolving to incorporate pharmaceuticals, aerospace, and other advanced fields.

Within the EMCCA, manufacturing employs approximately 125,000 people, about 12.5% of the total workforce, and contributes £10.7 billion in output, making it the largest sector by GVA (17.3%). Employment is concentrated in Derby and Nottingham, with high manufacturing shares in Amber Valley, South Derbyshire, and High Peak. The sector's productivity is strong, with GVA per worker 39% above the regional average, and wages notably higher than average.

Sub-sectors driving output include fabricated metal products, food processing, transport equipment, and pharmaceuticals—sectors with strong innovation potential and growth prospects. The fastest-growing sub-sectors since 2019 are those with new or expanding technology bases, such as machinery repair, basic metals, pharmaceuticals, and electrical equipment manufacturing.

EMIZ benefits from significant assets supporting advanced manufacturing, including world-class universities (particularly the University of Nottingham alongside the University of Derby and Nottingham Trent University), specialist training centres like the Nuclear Skills Academy, and industry leaders such as Rolls-Royce, Toyota, Laing O'Rourke and Alstom. These firms anchor supply chains and foster innovation ecosystems, with infrastructure assets like Infinity Park, Explore Park and the East Midlands Freeport further enhancing the environment for investment.

The sector faces skills challenges, notably shortages in high-level technical and engineering roles, compounded by demographic pressures and the need to adapt to Industry 4.0 and Industry 5.0 processes and technologies such as AI and automation. The workforce is diverse, spanning managerial, professional, technical, and operative roles, and the region's qualification levels are above the regional average, supporting sector competitiveness.

While manufacturing employment has slightly declined recently, output growth continues, and forecasts project 25% GVA growth over the next 20 years in the region—outpacing national averages. Growth is expected across most districts, particularly in pharmaceuticals, transport equipment, and chemicals manufacturing, signalling a strong future for advanced manufacturing within the EMIZ framework.

Advanced Manufacturing in the East Midlands builds on a strong industrial heritage, combining cutting-edge technology, innovation, and skilled talent to compete on a global stage. This sector is vital for creating high-value products across automotive, rail, aerospace, pharmaceuticals, construction and more, supporting well-paid jobs and supply chain growth. With ongoing investment and collaboration, Advanced Manufacturing will continue to be a cornerstone of the region's economic strength and future growth.

3.4 Lessons from Area-based Initiatives

Policy Lessons from Previous Area-Based Initiatives

The UK has a long history of spatially targeted economic interventions, including Enterprise Zones (EZs) in the 1980s and 2010s, Freeports, and cluster development programmes. These Area-Based

Initiatives (ABIs) were designed to stimulate regeneration and economic growth in designated locations, typically through a combination of tax reliefs, infrastructure investment, simplified planning, and public-private partnerships. Many of these initiatives have demonstrated clear successes. EZs in particular have helped to transform vacant or underutilised areas into employment hubs, attracted inward investment, supported the growth of sectoral clusters, and stimulated job creation. They have often enhanced local business ecosystems by accelerating commercial development and providing a focal point for regeneration.

However, there are significant challenges and limitations associated with earlier initiatives:

- Displacement effects have been common[1], with business and employment growth in EZs sometimes offset by decline in nearby areas, leading to limited net additionality.
- Job quality has been mixed, with evidence that many created roles were low wage, temporary or lacked career progression pathways[2].
- Uneven local benefit - many residents of the target areas did not directly gain from the job creation, especially where local hiring or skills alignment was weak[3].
- Governance fragmentation and inconsistent delivery frameworks hindered coordination and long-term planning[4].

These insights, both positive and negative, have informed the design of Investment Zones (IZs), which seek to address past weaknesses. Unlike earlier EZs, IZs explicitly focus on quality of jobs, long-term sector growth, and inclusive access. They also benefit from being aligned with the new powers of Combined Authorities, allowing for more integrated governance and sustained oversight. This makes them better positioned to deliver enduring, place-based economic transformation.

Lessons from Key Exemplar Projects

The Stage 1 Report for the EMIZ SIP reviewed several exemplar place-based development models to extract lessons relevant to the delivery of the EMIZ. These included:

- Advanced Manufacturing Innovation District (AMID), South Yorkshire – a world-class innovation district built around anchor institutions, long-term planning, and inclusive skills pathways.
- Teesside Freeport – a major brownfield regeneration and industrial transformation project using layered incentives (EZ and Freeport), significant public investment, and strong sector focus.
- West of England Composites Cluster – a nationally significant innovation ecosystem centred on the National Composites Centre and supported by close industry-academic alignment.
- Sherwood Business Park and Manton Wood Enterprise Park – examples of Enterprise Zone-led development in the East Midlands, focused on inward investment, site servicing, and employment creation.

At the Employer Engagement Event, stakeholders also reflected on international examples, particularly the Stuttgart Automotive Cluster in Germany. Anchored by global automotive leaders like Mercedes-Benz and Porsche, Stuttgart has built one of Europe's most competitive innovation ecosystems. Stakeholder feedback highlighted Stuttgart as a model for how EMIZ could strengthen

[1] What Works Growth (2025). *Enterprise Zones – Rapid Evidence Review*
[2] Chaudhary, N. & Potter, J. (2019). Evaluation of the local employment impacts of enterprise zones: A critique, Urban Studies.
[3] What Works Growth (2025). *Enterprise Zones – Rapid Evidence Review*
[4] https://www.centreforcities.org/wp-content/uploads/2019/07/19-07-10-In-the-zone-have-Enterprise-Zones-delivered-jobs.pdf and https://whatworksgrowth.org/resource-library/area-based-initiatives/

SME access to R&D, facilitate mid-stage innovation (TRL6–9), and ensure that governance structures respond to industry.

Each case study illustrated different but complementary lessons spanning governance, land strategy, skills integration, public-private alignment, and the role of anchor investors. The key lessons from the exemplar case studies are outlined in Table 1.

Table 1: Lessons Learnt from Exemplar Projects

Project	Key Success Factors	Lessons for EMIZ
AMID, South Yorkshire	Anchor institutions, early public investment, integrated skills and innovation, strong governance	Develop a shared vision from the outset Leadership of research intensive higher education partner fostering industry connections Embed skills from day one Co-locate R&D and training Plan for long-term delivery
Teesside Freeport	Strategic land control, layered incentives, strong sector focus, major anchor investment	Secure site readiness early Focus on clean growth sectors Blend incentives with upfront infrastructure investment
West of England Composites Cluster	National Catapult centre, R&D-industry alignment, diversified sector base, skilled workforce	Leadership of research intensive organisations – particularly in HE Leverage national innovation assets Promote multi-sector application Embed skills progression in parallel to R&D
Sherwood & Manton Wood Enterprise Parks	EZ incentives, land remediation, inward investment focus, private sector transition, site stewardship	Use targeted incentives to unlock brownfield land Ensure flexible unit sizes Plan for governance transition to private sector
Stuttgart Automotive Cluster (Germany)	Industry-academic integration, SME engagement in innovation, coordinated regional policy response	Build SME-accessible R&D ecosystems Support mid-stage innovation Coordinate skills and policy through Combined Authority

Key lessons for cluster development are embedded in the investment framework and early stage planning for the EMIZ:

- Patient investment aligned with long term planning
- Effective partnering arrangements that enables research intensive organisations to foster connections with industry
- Early delivery generates momentum, business rates growth and builds market recognition
- Co-locating industry, research and development and training activities supports dynamic collaboration
- Innovation should be promoted at all levels

4. Opportunities for Growth

The East Midlands Investment Zone (EMIZ) presents a unique opportunity to drive inclusive, innovation-led growth across the region. This section outlines key themes from stakeholder engagement, focusing on how the EMIZ can unlock investment, address barriers to growth, and support the region's transition to a high-value, low-carbon economy.

4.1 Innovation led growth

Innovation is a critical driver of productivity and economic growth. Around the world, the most innovative firms and industries are also the most productive. Innovation creates skilled jobs, increases capacity, and boosts the competitiveness of local economies. For the East Midlands, accelerating innovation activity is central to its strategy for economic development. Innovation is not simply about invention; it is the process of turning ideas into value; new products, services, or ways of working that generate commercial and societal benefits.

The overview of innovation opportunities draws from the EMIZ Innovation Roadmap authored by the University of Nottingham in collaboration with knowledge sector and industry partners.

Tackling Barriers, Seizing Opportunities

Despite its strengths, the innovation system faces challenges in the East Midlands; fragmented infrastructure, limited SME absorptive capacity, skills gaps, and inconsistent national policy frameworks. Addressing these barriers will require sustained, coordinated action. Crucially, the innovation agenda must be inclusive: broadening participation in the innovation economy, ensuring its benefits are widely shared, and involving the public in shaping priorities. By anchoring investment decisions in these principles, the East Midlands can maximise the social and economic returns on innovation, supporting a future-ready, high-value regional economy.

A Connected Innovation Ecosystem

The East Midlands innovation ecosystem brings together a diverse set of stakeholders including national and local government, academia, industry, finance, third sector organisations, education and training providers, and communities. Each plays a unique role in unlocking value and helping transform ideas into tangible outcomes. The system thrives on collaboration: between firms and universities, between public sector bodies and investors, and between entrepreneurs and support services. Ensuring these relationships are connected and supported is vital for converting the region's innovation potential into real-world impact.

Building on Regional Strengths

The region benefits from a strong foundation of assets, including world-class research institutions (Nottingham, Derby, and Nottingham Trent Universities), major original equipment manufacturers (OEMs) in energy and transport, and a well-established network of industrial clusters and Catapult centres. The EMIZ Innovation Roadmap, developed by the universities of the region for EMCCA, builds on these capabilities by focusing on four high-growth sectors: zero emissions propulsion, sustainable advanced manufacturing, renewable energy and green construction, and nuclear. With an ambition to create 4,300 jobs and attract £380 million of private investment, the roadmap is designed to translate innovation into inclusive and sustainable economic growth.

Figure 6: East Midlands Innovation Sectors

Nuclear

- Energy production and electrification
- High power applications
- Decommissioning (robotics, sensors, materials)
- Novel Nuclear
- Small Modular Reactors
- Fusion

Zero Emission Propulsion

- Fuel Cells
- High power applications
- Hydrogen production and liquefaction
- Fuel systems
- Hydrogen storage
- Electrical Motors and P
- Synthetic Fuels

Renewable Energy & Green Construction

- Sustainable construction methods and retrofit
- Heating and cooling, including role of heat pumps
- Microgrids and local energy systems
- Energy storage at scale
- Novel construction materials
- CCU

Sustainable Advanced Manufacturing

Manufacturing 4.0	Advanced, sustainable, materials	Robotic Handling	Power Electronics
Process re-engineering	Data-centric Engineering	Net zero manufacturing	Manufacturing scale-up
Systems engineering	Safety-critical & regulated environments	Automated Assembly	

Foundations for Innovation-Led Growth in EMIZ

Innovation in the East Midlands Investment Zone will be shaped by evolving market needs, emerging technologies, and new ways of doing business, creating opportunities to enhance organisational capabilities, develop new platforms, and improve systems and processes across key sectors. This is identified below:

- **Market and Customer Needs:** Understanding evolving customer demands in key sectors (clean energy, mobility, and advanced manufacturing) will drive the development of new value propositions within EMIZ.
- **Business Models:** The EMIZ offers a platform for testing and scaling innovative business models, particularly those that integrate digital, low-carbon, and circular economy principles.
- **New Platforms or Systems:** New industrial and digital platforms within EMIZ will enable collaborative innovation, supporting sector clusters and shared R&D infrastructure.
- **Enhanced Capability (For Organisation):** The zone will help organisations build internal capabilities in areas such as data-driven decision-making, automation, and skills development, enhancing their ability to innovate and grow.
- **Technologies:** EMIZ will support the deployment and diffusion of emerging technologies including AI, robotics, and next-generation energy solutions.
- **Processes:** Innovation in operational processes (e.g. smart manufacturing and agile supply chains) will be central to productivity gains in the zone.
- **Systems:** Integrated systems for energy, transport, and data will underpin the zone's ambition to be a digitally connected and sustainable place to do business.
- **Other:** Other enablers, including leadership, culture, and access to finance, will be critical to fostering a thriving innovation ecosystem across EMIZ.

Strategic Priorities and Opportunities

To realise this vision, four strategic priorities have been identified:

- Establishing or expanding innovation facilities providing access to specialist labs and equipment to support spin-outs, start-ups and testing for established firms;
- Funding demonstrator programmes to commercialise new technologies;
- Embedding skills provision into innovation and manufacturing pipelines; and
- Accelerating technology adoption across supply chains, particularly among SMEs.

These priorities reflect the need to build capacity, derisk experimentation, and broaden participation. With targeted investment, the region can lead nationally in areas such as clean transport, green construction, and digital manufacturing, while building more resilient, localised supply chains.

4.2 Skills for a changing economy

The Investment Zone represents a major growth opportunity for the East Midlands, with the potential to stimulate significant inward investment, create thousands of high-quality jobs, and drive innovation across key sectors. As new industries and technologies take root, the creation of skilled jobs must be matched by a responsive, well-functioning skills system. Ensuring that people are equipped to take up these opportunities is critical to delivering inclusive economic growth.

The overview of opportunities for skills development draws from the EMIZ Skills Roadmap authored by the University of Derby in collaboration with knowledge sector partners.

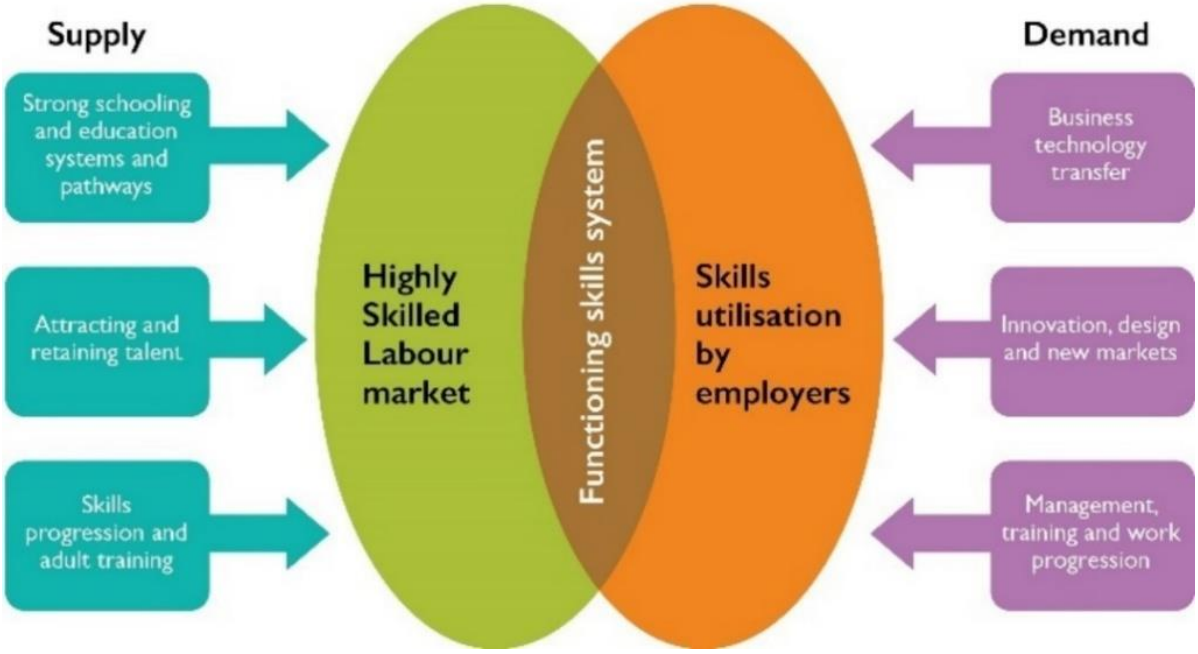
Aligning supply and demand

A central challenge AND opportunity is aligning skills supply with employer demand. A well-functioning skills system relies on effective coordination between education providers, employers, and policymakers to ensure that training provision is both relevant and forward-looking. This strategy directly responds to the workforce challenges that currently constrain growth, by supporting the development of targeted pathways into emerging sectors and embedding skills considerations into every aspect of innovation planning.

As illustrated in Figure 7, aligning supply and demand is essential to developing a productive and adaptive workforce. Skills are the bedrock of a modern economy—they not only underpin business growth and productivity but also shape the ability of individuals to access secure, rewarding employment.

The skills ecosystem in the East Midlands requires significant development to ensure that the supply of skills aligns with the evolving demands of employers across key growth sectors. Without a strategic and coordinated approach, there is a risk that residents across the region will be unable to access emerging employment opportunities, particularly in sectors critical to the green economy and technological innovation.

Figure 7: Aligning Supply and Demand



Source: adapted from the OECD 2018

Tackling Worklessness and Improving Employability

There is ongoing work at regional and national levels to address barriers to employment and to create inclusive pathways into work. A key initiative is the forthcoming Get Britain Working – East Midlands plan, which forms part of the Government's wider ambition to address the root causes of economic inactivity. The programme aims to support individuals through holistic and sustained interventions that extend beyond basic job search assistance, focusing instead on removing structural barriers to employment.

A policy "reset" is underway to rethink how government supports people back into work, emphasising integrated services and long-term support tailored to individual needs. The EMCCA have been tasked with developing Local Get Britain Working Plans. These plans are expected to be strategic, iterative, and rooted in systemic approaches that better align skills, employment, and inclusion agendas.

The Get Britain Working Plan will focus on connecting people to local opportunity through improved coordination of employability services and pathways. It links to the Inclusive Growth Commission's Opportunity Escalator model, which seeks to map and unlock progression routes for those furthest from the labour market. Particular attention is being paid to supporting individuals who face the greatest disconnection from education and employment, including through targeted community engagement and personalised support.

Skills for Growth in the EMIZ

The EMIZ presents a major opportunity to reshape the regional economy through high-value employment and inward investment. The zone is anchored around key employment developments that will generate demand for high-level and specialist skills, particularly in clean and emerging technologies. Universities and research bodies in the East Midlands have undertaken extensive work to identify persistent and emerging skills gaps across priority sectors.

Skills development must be positioned not only as a mechanism for economic growth within Investment Zones, but also as a deliberate tool for promoting inclusion and tackling entrenched inequalities. In the East Midlands Investment Zone (EMIZ), this means ensuring that local residents – particularly those furthest from the labour market – are actively connected to the opportunities emerging from major employment sites and industrial transitions. Targeted skills interventions can play a key role in this, helping to bridge the gap between growth and inclusion by offering clear, supported routes into good quality work.

National examples such as the AMRC Training Centre in the Advanced Manufacturing Innovation District (AMID) in South Yorkshire, and the Freeport Skills Academy in Teesside, demonstrate how place-based skills infrastructure can be used to anchor inclusive growth. Both initiatives have embedded strong employer partnerships and tailored provision to meet sector-specific needs, while creating accessible pathways for local communities to benefit from investment. A similar approach in the East Midlands – aligned to the Investment Zone's sector priorities and underpinned by strong collaboration across employers, providers, and civic institutions – can ensure that the benefits of growth are more evenly shared.

EMIZ Skills Sprint

As part of the EMIZ Skills Sprint, a coordinated programme of activity is underway to address these skills gaps and support the transition to a low-carbon, innovation-led economy. The Sprint is structured around six Work Packages:

- WP1: Nuclear
- WP2: Zero Emission Propulsion
- WP3: Renewable Energy
- WP4: Green Construction
- WP5: Sustainable Advanced Manufacturing
- WP6: Cross-cutting skills, including leadership, management, and digital capabilities necessary for the green transition

Key Recommendations and Priority Actions

Across these work packages, a consistent set of recommendations has emerged, reflecting the need for systemic, long-term reform of the regional skills system:

- **Raise awareness of green industries and career pathways**: There is a need for proactive communications and outreach to reshape public perceptions and promote green careers as attractive and accessible across the East Midlands.
- **Foster regional collaboration**: Stronger partnerships are needed between employers, local authorities, schools, colleges, and universities. Skills provision must be coordinated through a regional strategy to avoid duplication, fill gaps, and achieve scale.
- **Map skills and career pathways**: A comprehensive mapping exercise is required to clearly articulate the routes into green careers, including the qualifications, experience, and competencies required at each stage.
- **Start early**: Embedding green skills awareness and learning at the primary school level will help to build a future-ready workforce and foster aspiration among young learners.

- **Support lifelong learning**: Meeting future skills needs will require not only training for new entrants, but also the upskilling and reskilling of the existing workforce, many of whom have transferable skills that can support transition into green sectors.

- **Blend capital and revenue investment**: Work Packages have highlighted the importance of combining infrastructure and facilities investment (e.g. for training centres) with revenue support for programme delivery and learner support.

- **Remove barriers to access**: Equitable access to green skills provision must be prioritised, including through support for transport, digital access, and flexible learning formats to engage underrepresented groups.

- **Upskill educators**: Investment in teacher training and careers guidance is essential. Educators must be equipped to provide informed advice on Net Zero careers and to embed sustainability within the curriculum.

- **Embed soft skills alongside technical skills**: The development of leadership, management, and digital literacy must be a core component of any regional skills strategy, ensuring that the workforce can adapt and thrive in fast-changing sectors.

4.3 EMIZ Sites

Three strategic sites have been designated as the core delivery areas for EMIZ tax and business rate retention (BRR) incentives:

- Infinity Park Derby: A hub for nuclear and advanced manufacturing, anchored by the Rolls-Royce facility.

- Hartington Staveley, Chesterfield: A brownfield site with strong multimodal connectivity, targeting advanced rail and clean manufacturing.

- Explore Park, near Worksop: A focus for cutting-edge manufacturing delivering clean and efficient critical infrastructure across key sectors including nuclear, data centres, robotics and advanced technologies.

Proceeds from BRR at these sites will be reinvested in sectoral development across the wider EMCCA area.

Infinity Park Derby

The Vision

The vision for Infinity Park Derby (IPD) is to establish the site as a major hub for nuclear advanced technologies, attracting leading occupiers in the nuclear sector and fostering a cluster of specialised facilities. This will include cutting-edge manufacturing technologies, research capabilities, and skills development, all supported by strategic investments and collaborations. The site will become a nationally significant centre for advanced manufacturing, specialising in nuclear supply chain opportunities associated with the implementation of SMR nuclear for civil and defence, alongside fusion prototyping at West Burton.

IPD will become a major focus for high value and innovation driven activity as a key growth site within the Trent Arc – an urban network linking Derby and Nottingham. Enhanced infrastructure access will support the creation of this network, linking IPD with strategic sites (including the East Midlands

Freeport) and new residential communities. It will also prioritise enhanced connectivity with established neighbourhoods, supporting inclusive access to opportunity for existing residents within some of the most deprived neighbourhoods in Derby.

The Site

IPD is located south of Derby, adjacent to Rolls Royce Civil Aerospace World Headquarters and within 15 minutes drivetime of original equipment manufacturers such as Toyota Manufacturing (UK), Alstom and JCB. The site currently links to the A50 at Junction 3. Proposals for a new direct link to the A50 will significantly enhance access to the wider strategic highway network, unlocking the full development potential of the wider IPD site and the Southern Growth Zone, with scope for around 4,500 new homes.

Figure 8: IPD and South Derby Growth Zone

Almost 140 hectares of land at IPD (including parts of the Southern Growth Zone) are designated as a business rates retention site, enabling local partners to fully utilise tax incomes in support of the wider EMIZ. Around 31 hectares of this area is also designated for tax reliefs under the EMIZ designation.

The site is home to the Nuclear Skills Academy and the former Nuclear AMRC, the first pieces of long standing ambition to establish IPD as a major hub for nuclear manufacturing and technology. The Nuclear Skills Academy is operating at capacity and is seeking to expand. A new strategy for the AMRC research facility will be anchored Rolls Royce, working alongside the University of Derby and Derby City Council.

Figure 9: Nuclear Skills Academy (left) and former NAMRC (right)

The first phase of IPD is currently governed under a Collaboration Agreement between land owners including Derby City Council (DCC), Rolls Royce and private sector developers. Rolls Royce is actively championing collaboration under a newly formed Super Board to support a shared strategy for developing the site, securing necessary investments, and implementing measures to make IPD a national hub for nuclear advanced manufacturing and green technologies.

The Opportunity

Designated as an Enterprise Zone in 2016, partner investment has secured key infrastructure including access, the Nuclear Skills Hub and research facilities. As the vision for IPD gains momentum, Rolls Royce is now actively promoting investment to bring in new specialist facilities, to underpin the status of the site as a national nuclear technology hub, including:

- A Component Assessment and Verification (CAVE) facility enabling specialist equipment (for a range of advanced manufacturing applications) to be tested within the UK.
- Specialist equipment to support research and manufacturing for specialist equipment for nuclear applications, including Electron Beam Welding (EBW) and Hot Isostatic Pressuring (HIP) facilities.
- Expansion of the Nuclear Skills Academy to support projected demand for workers with specialist skills.

Effective public and private sector collaboration will be crucial to support the delivery of specialist facilities and ensure that the East Midlands develops into a centre of excellence for nuclear technology under the UK's Modern Industrial Strategy. EMIZ interventions will seek to lever national funds and commercial investment to realise the full transformational potential of the vision for this cluster.

To realise the vision for IPD, other targeted investment priorities include:

- **Infrastructure Development** – implementation of the A50 link road to provide high quality access to the strategic highway network.
- **Power Supply Enhancement** – Engaging with the National Grid to secure higher capacity power to support the delivery of specialist research and manufacturing facilities with high power requirements.
- **Specialist Facility Investment** – Public and private sector investment is crucial to deliver high-tech buildings and equipment required for cutting-edge nuclear technologies.

- **Land and Ground Remediation** – Addressing viability challenges related to ground conditions through investment in site drainage.
- **Private Sector Attraction** – Creating an investment-friendly environment to encourage private investors to develop workspace for businesses operating within the nuclear supply chain.
- **Inclusive growth** – Investment in training and infrastructure to ensure that local communities gain access to opportunities at IPD.

Hartington Staveley, Chesterfield

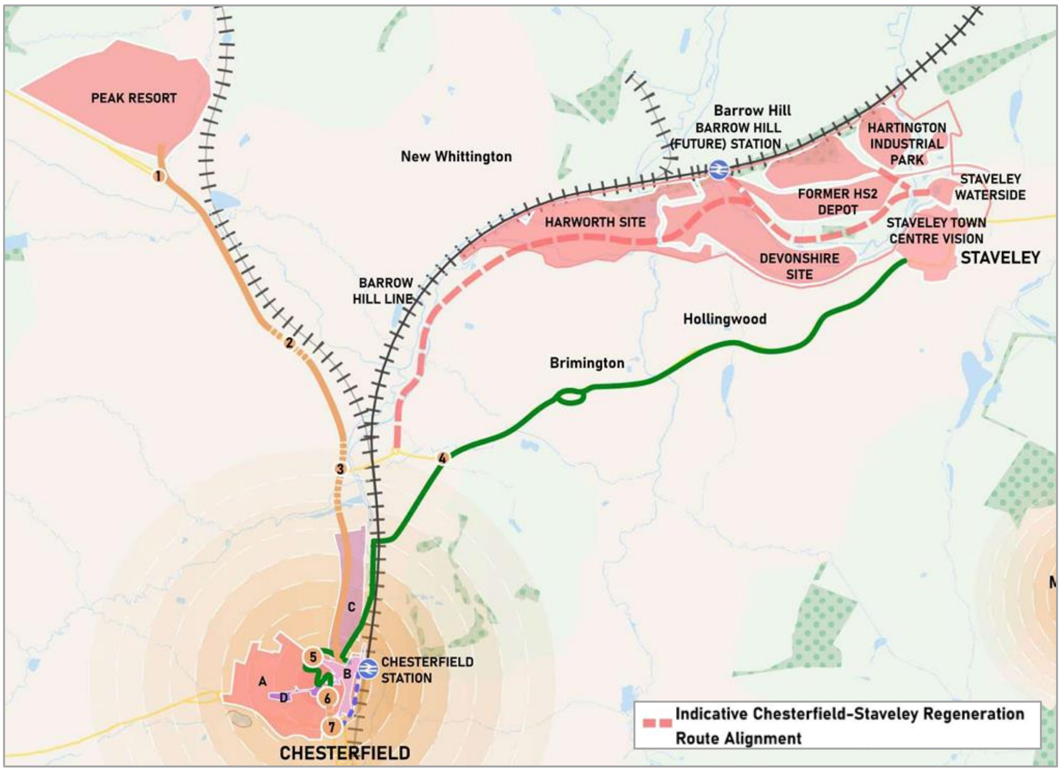
The Vision

Hartington Staveley presents a unique opportunity for the East Midlands region to foster inclusive economic growth through the development of a rail linked advanced manufacturing and green technologies hub. By addressing critical infrastructure needs and unlocking the full potential of its three sites, future development can exploit emerging opportunities in rail related advanced engineering and other high value manufacturing activities, attracting investment and supporting employment growth within one of the most economically challenged areas in the region.

The Site

Hartington Staveley is one of the largest brownfield employment sites within the East Midlands, extending to more than 65 hectares. It is a key focus for high value employment growth within the Chesterfield Staveley Growth Corridor, an ambitious urban expansion strategy which is set to support the delivery of almost 4,000 new homes and 7,800 jobs.

Figure 10: Chesterfield and Staveley Corridor



The site benefits from a good strategic location, midway between Chesterfield town centre and the M1 at Junction 30. The site is located near to the site of the Barrow Hill Roundhouse which has emerged as a centre of excellence for specialist rail engineering.

Early stages of development are able to proceed following the completion of initial access works, but the implementation of high quality access through the delivery of the Chesterfield Staveley Regeneration Route will be essential to realise the full potential of the site.

The site provides a phased opportunity to establish high value development:

- **Phase 1:** the 20-hectare formerly Hartington Colliery site has been remediated and serviced, providing plots for large industrial units with potential to reinstate a former spur on the adjacent rail line. The adjacent land at Hartington Business Park is development ready for smaller industrial units.
- **Phase 2:** A longer-term opportunity, spanning 65 hectares and capable of accommodating around 140,000 sqm of commercial floor space on the former Staveley Works chemical site. EMIZ designation represents a major opportunity to secure the redevelopment of this site, which was a focus for the employment of more than 10,000 people at its peak.

Figure 11: Hartington Tax Site

Local partners are developing a coordinated vision for the site, with work progressing to provide a clear understanding of current conditions:

- **Infrastructure:** Securing major road and rail investments, particularly the Chesterfield Staveley Relief Road (CSRR), will accelerate and maximise the investment potential of the EMIZ designation. Local infrastructure improvements will need to improve sustainable access for employees within the local area.
- **Site condition:** the phase 1 land is developable, but local access improvements will help to attract higher quality end uses. The phase 2 land requires detailed site investigations and will be subject to remediation works prior to development.
- **Industry Alignment:** local partners are coordinating an ambitious vision for the development of Hartington Staveley as an advanced engineering and manufacturing hub. This will set out a

plan for building support from sector and innovation partners, alongside critical site infrastructure.

The opportunity

Investment offers the potential to secure in the order of 60,000 sqm of new development activity over five years. Immediate investment priorities for this site include:

- **Visioning and Collaboration**: Progressing site visioning and coordinated planning, focusing on establishing a high value proposition, infrastructure plan, targeted communications and market engagement.
- **Infrastructure Delivery:** Promoting transformation infrastructure investment, improving access to Chesterfield from the strategic highway network and unlocking the full potential of the site as a key element of the Staveley Corridor.
- **Phase 1 Delivery:** implementation of initial works to secure the delivery of the shared vision for this site, focused on high value manufacturing activities and supporting on-site infrastructure.
- **Remediation Acceleration:** Exploring opportunities to fast-track remediation efforts at the Chemical Works site to unlock phased development potential at pace.
- **Enterprise Growth:** Supporting initial measures to secure flexible access to high quality employment premises for existing and new businesses to foster nascent growth within the priority sectors.

Explore Park, Worksop

The Vision

Explore Park will become a superhub for advanced manufacturing and green technologies within the East Midlands, supporting the development of national critical infrastructure. Anchored by Laing O'Rourke's Centre of Excellence for Modern Methods of Construction (CEMC) facility - Europe's most advanced concrete products manufacturing facility.

Explore Park is a key development within the EMIZ, situated across the boundary of Bassetlaw District and Bolsover Borough areas. The overall site extends to approximately 98 hectares, around 50% of which is designated for tax incentives associated with advanced manufacturing and green technology activities. Explore Park aims to support pivotal sectors including, but not limited to, nuclear energy, artificial intelligence, robotics, transmission, data centres, and healthcare.

The Site

This important brownfield site on the former Steetley Colliery benefits from its strategic location along the Robin Hood Railway Line, as well as direct road access to the M1 motorway via the A619. It is positioned around 8 miles east of the Hartington Staveley site.

The Tax Site designation at Explore Park spans 40.5 hectares, providing ample space for the delivery of new advanced manufacturing, green technologies, laboratory, and research and development infrastructure within a secure park premises.

Figure 13: Centre for Modern Methods of Construction at Explore Park

The site benefits from a newly developed access road and roundabout onto the A619, completed in 2009. Site owners and the anchor occupier, Laing O'Rourke, have invested significantly in construction and manufacturing facilities at the site. Advanced manufacturing and product-led approaches are at the heart of Laing O'Rourke's vertically integrated model which is already operational. It services major clients and infrastructure projects such as healthcare, nuclear and green energy, data centres, science and research, rail, power and defence developments. Emerging proposals for the site point to potential for significant growth within the advanced manufacturing and green energy sectors.

The Opportunity

The scope and scale of the opportunity will be shaped through the development of a new masterplan, seeking to maximise the value and pace of delivery against the strategic vision and objectives for the site. This process will explore opportunities to secure investment in support of key priorities:

- **Visioning and Collaboration** – development of a market facing masterplan as basis for effective planning, supporting engagement and partnership with global companies to establish leading-edge facilities for construction technology development, R&D, and green energy initiatives.
- **Rail Access** – to reactivate the existing rail siding to the site, providing a sustainable basis for the transportation of inputs and completed products, establishing a multimodal hub at Explore Park.

- **New Engineering Facility (NEF)** – Expanding Laing O'Rourke's existing manufacturing footprint to support increased efficiency and innovation.
- **Innovation infrastructure** – Aligning future investments with advanced manufacturing and green technologies to meet EMIZ objectives while ensuring long-term industry relevance, working in partnership with innovation specialists in business, research specialists and academia.

Tax Incentives and Development Potential

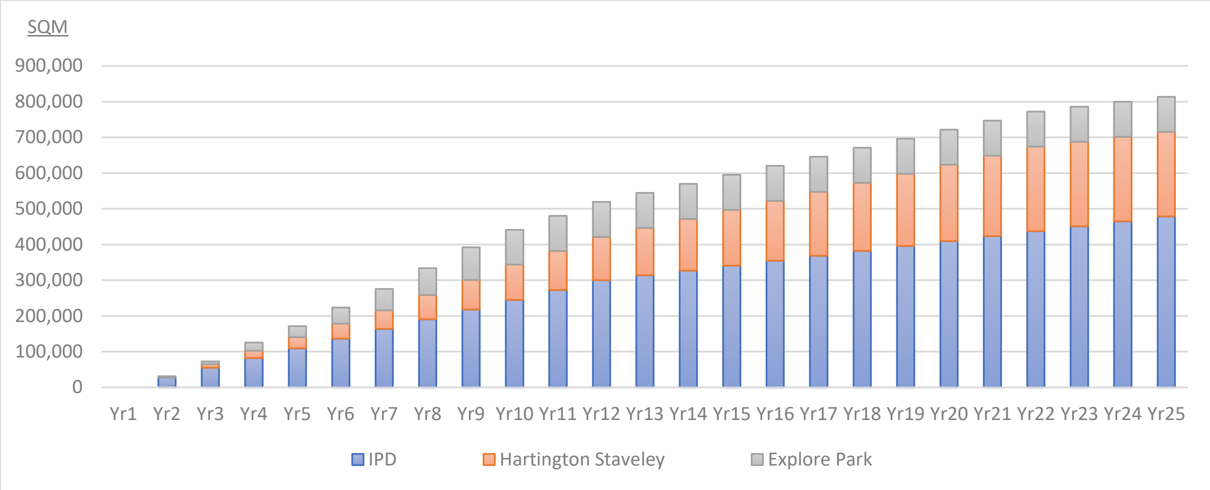
Designated sites offer significant tax incentives which will benefit land owners, developers and occupiers of new premises. The reliefs and allowances will contribute to unlocking development and EMCCA will work with local partners to ensure that the full potential of these measures is exploited to maximise additional investment and growth.

- Stamp Duty Land Tax relief – full relief applies to freehold and leasehold transactions, with savings to the purchaser (or lessee).
- Enhanced allowances – advantageous allowances for the development and fit-out of premises will benefit businesses developing commercial property for sale or occupation.
- Business rates relief – full relief from business rates for a period of up to five years for occupiers taking premises over the first ten years of designation.
- Employer National Insurance Contribution relief – relief of up to 15% of employee wage costs for a period of up to three years, potentially enhancing the attractiveness for more employment intensive activities.

Savings associated with reliefs may be reflected in the commercial property transaction, allowing for the benefits arising from incentives to contribute to unlocking site development.

Incentives are intended to unlock and accelerated on-site development. The EMIZ submission to Government (2024) indicated that there is potential for around 225,000 sqm of new commercial floorspace to be developed across the designated EMIZ sites over the next five years (Figure 14), increasing to more than 800,000 sqm by the end of the programme. This level of development could support in the order of 4,000 gross jobs on the sites, generating £300 million of gross GVA per annum within the first ten years of the EMIZ.

Figure 14: Cumulative Development Projections for designated EMIZ sites (as per EMIZ Interventions and Outcomes schedule)



Other Sector Sites and Assets

Alongside the designated sites, there are other important sites across the wider EMIZ area that represent important assets or opportunities for investment in green industries and advanced manufacturing. The list below, while not exhaustive, outlines a number of these.

- **STEP, West Burton** – The first of its kind, STEP is the UK's major technology and infrastructure programme to build a prototype fusion powerplant that will demonstrate net energy, fuel self-sufficiency and a viable route to plant maintenance. West Burton, the site of a former coal fired power station in Bassetlaw, has been selected by UKAEA and will accommodate both the reactor and a new research campus focused on Fusion related science and engineering.

- **Supercluster** – The Trent Clean Energy Supercluster centres on three former coal-fired Power Stations located alongside the River Trent: West Burton (see STEP above), High Marnham and Cottam. These large brownfield sites benefit from high power capacity and represent a major opportunity for clean energy industries and other advanced technologies.

- **Jubilee Campus, University of Nottingham** – the Campus is home to the University of Nottingham Innovation Centre, the Power Electronics and Machines Centre (PEMC) and the Institute for Advanced Manufacturing. It is an established focus for research and teaching within the region.

- **East Midlands Freeport** – the Freeport designates three sites offering major development potential for logistics and manufacturing, providing similar tax incentives as the EMIZ. Two of the sites – the former Ratcliffe Power Station and the East Midlands Intermodal Park – lie within the wider EMIZ area and form part of the proposals for the Trent Arc, alongside IPD. The Freeport has funded the first phase of the Zero Carbon Innovation Centre (in partnership with UKRI) and integrated planning between EMIZ and the Freeport will promote the complementary planning and development of sites across the Trent Arc.

- **Automated Distribution and Manufacturing Centre** – ADMC is being created as a national centre of excellence for automation. The ADMC will attract businesses of all sizes to draw on its expertise, equipment and facilities to improve their competitiveness.

The identified sites and projects are overseen by EMCCA and other regional partners. Coordinated site and programme governance arrangements should be implemented to promote effective site planning and strategic programming as part of a future inward investment strategy for the region. There are also opportunities to enhance coordination with key assets in adjacent regions through the East Midlands Freeport (linking to the East Midlands Gateway located at East Midlands Airport), AMID campus in South Yorkshire, and to other assets within the Midlands under established networks including the Midlands Net Zero Hub and Midlands Aerospace Alliance.

Figure15: Designated and Key Sites within the EMIZ

4.4 Stakeholder Perspectives on Enabling Growth

Engagement

The Strategy and Investment Plan has been informed by engagement and dialogue with partners in local government, academia, business and other sector organisations. Invitations to participate were circulated through EMCCA networks and key business representation bodies, including the East Midlands Chamber. As a result, more than 20 businesses contributed directly to the development of this Strategy and Investment Plan. A summary of the themes emerging from this engagement are outlined below.

Overarching EMIZ Ambitions

Stakeholders see EMIZ as a catalyst for green, inclusive growth, with the potential to position the East Midlands as a national leader in energy and advanced manufacturing – unlocking opportunities for residents and transform regional prosperity.

Stakeholders expressed a clear and ambitious vision for the EMIZ: to create a regionally connected and globally competitive platform for green industries and advanced manufacturing. The EMIZ should drive coordination across innovation, skills, and infrastructure, acting at the scale of the whole East Midlands economy – not just its designated sites. There is a strong appetite to position the EMIZ as the Midlands' flagship innovation zone, catalysing investment, strengthening local supply chains, and delivering high-quality jobs. Crucially, the EMIZ must generate tangible benefits for communities such as providing support to SMEs, improving employment access, and helping shape cleaner, more connected, and opportunity-rich places.

Creating the Conditions for Growth

Stakeholders consistently emphasised that creating the conditions for growth requires addressing cross-cutting enablers, not just site-level delivery. Access to finance – particularly "patient capital" – was identified as a major constraint on innovation and expansion. Policy coherence was also seen as critical, with businesses calling for alignment across EMIZ, Freeports, and wider strategies. Procurement also emerged as a powerful tool to drive social value, while communication and branding were flagged as areas of key importance.

A comprehensive set of interventions to support the EMIZ emerged through the engagement process, as shown in Table 2.

Table 2: Interventions to Create Growth

Category	Suggested Interventions
Finance	• Publicly backed investment vehicles to provide longer-term, lower-cost finance options. • Co-investment models, blending public and private capital. • Micro-grants or R&D vouchers to support early-stage development. • Business rates retention, land value capture, and tax incentives to reinvest in local infrastructure.
Policy Alignment & Collaboration	• Establishing a joint delivery board or partnership forum. • Developing a shared outcomes framework to align investments. • Appointing an independent "EMIZ Champion" to lead regional engagement.
Procurement & Social Value	• Use tenders to promote local labour and supply chains; require contributions to skills and training; and reward inclusive employment practices. • Embed clear social value frameworks across EMIZ-funded projects.
Business Engagement & Branding	• Creating a centralised digital hub and brand identity. • Rolling out proactive outreach through local business forums. • Providing regular updates, case studies, and success stories. • Supporting peer-to-peer learning and business mentoring networks. • Use EMIZ branding to position the region internationally.

Education, Skills and Employability

Skills shortages remain one of the most critical barriers to growth across EMIZ's priority sectors, with persistent gaps in engineering, digital, high-integrity manufacturing, and the specialist skills needed for nuclear, green energy, and modular construction. Stakeholders called for clearer STEM pathways, stronger vocational options, and better links between employers and the education system. There was strong support for: short, modular training; localised training provision; and graduate retention schemes. The EMIZ should play a coordinating role, ensuring training aligns with employer needs and regional priorities. The Sprint Skills initiative was highlighted as a key vehicle for tackling skills gaps and supporting the transition to a low-carbon, innovation-led economy.

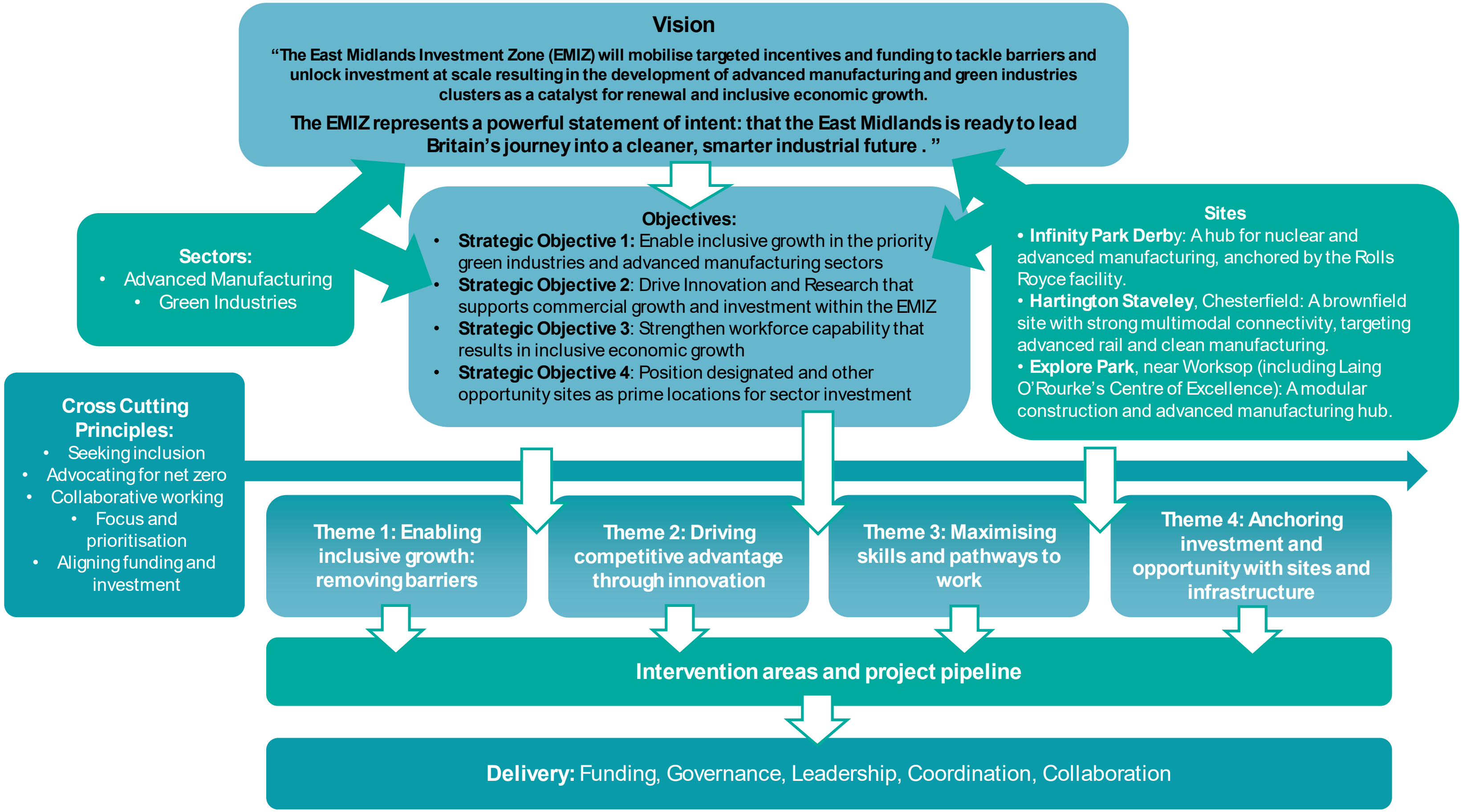
Driving Growth Through Innovation

Innovation is central to driving productivity, competitiveness, and economic growth. Stakeholders emphasised the need to strengthen the East Midlands' innovation ecosystem, particularly by closing the gap between research and commercialisation. While the region hosts world-class universities and global firms, SMEs often face barriers accessing R&D support, facilities, and funding. The middle stage of innovation – from concept to market – was seen as under-served. Suggested interventions included dedicated prototyping spaces, innovation vouchers for SME R&D, and better access to Catapult Centres and university support programmes. Stakeholders called for the EMIZ to identify regional innovation challenges and mobilise cross-sector partnerships to solve them. Stakeholders also argued that innovation should promote inclusive growth by creating quality jobs and supporting local supply chains across, including within less traditional locations and subsectors.

5 Strategic Framework for Delivery

The strategic framework (Figure 16) provides a clear, evidence-based structure to drive long-term, inclusive growth in the East Midlands Investment Zone. It outlines key priorities, enablers, and actions to unlock local potential and address future challenges. Designed to align partners and guide investment, it ensures targeted, impactful interventions supported by clear objectives and a commitment to continual learning and evaluation.

Figure 16: Strategic Framework Overview [Design review]



5.1 Cross Cutting Principles

The East Midlands Investment Zone (EMIZ) Strategy & Investment Plan is built around a set of cross-cutting themes that provide a clear foundation for action. These principles ensure the strategy remains focused, inclusive, and responsive to the region's evolving needs. They cut across all interventions and delivery plans, shaping how the programme operates and what it aims to achieve.

Seeking Inclusion

At the heart of EMIZ is a commitment to inclusive growth. The strategy seeks to ensure that the benefits of investment are widely shared, supporting all communities to access good jobs, high-quality training, and progression opportunities. Particular focus will be placed on tackling disadvantage, removing barriers to participation, and ensuring investment reaches areas and people who have historically been left behind.

Advocating for Net Zero

Supporting the transition to a low-carbon economy is a defining aim of the Investment Zone. All interventions will be designed to contribute to the region's net zero objectives; from encouraging clean growth industries to supporting green skills and sustainable infrastructure. EMIZ will champion climate resilience, environmental sustainability, and the role of innovation in driving the green economy.

Collaboration working

Effective delivery will depend on strong partnerships. EMIZ will be shaped and implemented through close collaboration with employers, local authorities, training providers, universities, government agencies, and the wider community. Partners will work through and within established networks, looking to facilitate and coordinate EMIZ activity with wider programme implementation. Co-designing interventions with these stakeholders will ensure they are relevant, targeted, and responsive to local needs.

Focus and Prioritisation

Many of the challenges facing the East Midlands such as digital and technical skills gaps are pan sectoral and exist across all local areas. EMIZ will identify and address these shared issues through coordinated interventions that benefit the wider region, strengthening the resilience and coherence of the local economy. To maximise impact, the strategy will prioritise a defined set of high-value interventions. Rather than attempting to address every issue at once, EMIZ will target activity where it can deliver the greatest return by aligning effort and investment behind strategic sites, key sectors, and shared challenges.

Aligning funding and investment

A key ambition of the strategy is to make better use of existing and new funding. EMIZ will align local, regional, and national investment streams to ensure greater efficiency and strategic coherence. By coordinating funding across initiatives and agencies, the strategy will maximise value for money and deliver integrated solutions to economic and social challenges. As the economic landscape evolves through technological change, shifts in labour market demand, or policy direction; EMIZ will retain the flexibility to adapt. Annual Delivery Plans and robust governance will ensure the programme remains responsive and forward-looking.

5.2 EMIZ Themes and Interventions

The East Midlands Investment Zone (EMIZ) strategy is built around four core themes: Enabling Growth, Skills, Innovation and Sites and Infrastructure. Coordinated and plan led intervention under these will drive investment in the priority sectors, create high-value jobs, and support inclusive, sustainable economic growth across the region.

Theme 1: Enabling inclusive business growth

Objective: Address barriers to business investment to enable inclusive growth in the priority green industries and advanced manufacturing sectors

Investment focus: To enable sustainable and scalable growth, the EMIZ strategy must address the structural conditions that constrain enterprise and productivity. This includes improving access to finance, simplifying regulatory processes, accelerating planning decisions, and providing tailored business support. Devolved and place-sensitive policy levers should be used to remove friction in the investment environment, especially for businesses seeking to scale in priority sectors. Enabling growth also means creating the conditions for businesses to thrive – from energy security and digital connectivity to skills and innovation – by ensuring that interventions are designed to work in concert. The EMIZ should act as a platform to test new models of policy delivery that combine speed with accountability, and public investment with private leverage.

Intervention areas: Engagement with businesses, sector organisations and established service providers has shaped intervention priorities which should be targeted and sector focused:

- **EMIZ Beacon** – developing EMIZ as part of an impactful brand for the region as part of wider EMCCA coordinated plans for marketing, communications and inward investment attraction, ensuring global profile for manufacturing and green industries in the East Midlands.
- **EMIZ Business Hub** – resourcing and coordinating comprehensive support and advisory service targeted towards innovators and businesses within target sectors to unlock the potential of new ideas and established SME businesses, including through the promotion of new technologies.
- **EMIZ Business Fund** – entrepreneurs, SMEs and supply chain businesses face barriers to securing finance due to the misalignment of funder expectations around repayment timescales and investment risk. Businesses and sector representatives have highlighted that access to patient finance and market rates would unlock potential investment opportunities, enabling small businesses to compete for opportunities in the East Midlands, UK and globally. EMCCA will develop plans for an EMIZ Business Fund to coordinate finance and grant funding that maximises the potential of high growth businesses.
- **Sector Network Development** – EMCCA will use EMIZ to enhance coordination and capability of existing business networks for priority sectors and provide an effective voice for established and incoming businesses to shape future programme development.

A summary of potential interventions areas and project strands are outlined in Table 5.1.

Table 5.1: Theme 1: Inclusive Business Growth Interventions

Intervention Area	Project Strands	Outputs & Outcomes
EMIZ Beacon	**Marketing Strategy and Communications Plan** – EMCCA to develop a clear plan to support coordinated inward and outward communications for priority EMIZ Sectors **Targeted inward investment** – EMCCA to coordinate inward investment for priority sectors aligned with wider regional strategy and related initiatives including EM Freeport **EMIZ Business Expo** – Programme of events for target sub-sectors, with national/international profile Expo to showcase EMIZ opportunities hosted within 1-3 years	Communication Strategy and Plan Foreign Direct Investment
EMIZ Business Hub	**Digital Front Desk** – A central digital hub for the EMIZ to support navigation of services, support and networking opportunities across the priority sectors **Enterprise Account** – targeted programme supporting entrepreneurship and SME expansion for in priority sector enterprises with high growth potential through access to a dedicated 'account manager' to coordinate targeted package of support and funding **EMIZ Advisory Service** – Coordination of services to provide bespoke advice to manufacturing and Green Industries businesses on staffing, technology adoption, regulation, finance and market strategies **Business Optimisation** – specialist audit and review to support established SMEs in priority sectors and associated supply chains to develop deliverable and investable growth plans **EMIZ Purchasing Hub** – procurement support providing pre-approved list of suppliers, qualified staff and supporting social value delivery	Establishing targeted support measures within an integrated Growth Hub New business start-ups Businesses receiving non-financial support Businesses aware of new technologies Reduced time to market
EMIZ Business Fund	**Flexible Finance for Growth** – patient and flexible finance to address market failure in the availability of funding for long term projects to de-risk and crowd in private investment **Flexible Grants for Growth** – Small grants to match fund investment that secures business growth within priority sector and supply chain operations	Private sector investment levered Investment in new machinery Businesses adopting new processes
Sector Network Development	**Business Forum and Mentoring Network** – Creating a EMIZ business network **Empowering Sector Networks** – Supporting established networks (sector and local) to monitor performance and promote investment pilots	SME Peer to Peer learning Reduced time to market

Priority measures: The following measures are identified as immediate priorities and should be advanced by EMCCA over a 6-12 month period in collaboration with relevant partner organisations.

Table 5.2: Theme 1 Priority Project Strands

Project strand	Key steps	Partners/Stakeholders
EMIZ Beacon - Marketing and Communications Plan	EMCCA to lead plan development for consultation, coordination with wider strategic framework and aligned delivery initiatives, and implementation.	EM Freeport EMIZ site groups
EMIZ Beacon - Targeted Inward Investment	Commission analysis of key markets for foreign direct investment within target sectors, leading to specific action plan	Dept. for Business & Trade EM Freeport Investment coordination bodies Business primes/Tier 1 EMIZ site groups
Sector Network Development - EMIZ Business Forum	Establish a business forum for the EMIZ focusing on advanced manufacturing and Green Industries for an initial period of 3 years	EM Chamber Sector representative organisations (e.g. East Midlands Chamber) Sector businesses
EMIZ Business Fund	Develop business case for the creation of a flexible fund providing financial support to sector businesses on a loan/investment and grant basis to address barriers and unlock growth	National Wealth Fund (and other funders) Sector businesses and representative organisations
EMIZ Business Hub	Detailed service scoping in coordination with plans for Growth Hub and other policy / delivery initiatives Detailed plans for implementation of Business Hub (stand alone service or as part of the wider Growth Hub) developed.	Cross EMCCA EM Freeport Sector representative organisations Local Authorities

Theme 2: Driving competitive advantage through innovation

Objective: Drive Innovation and Research that supports commercial growth and investment within the EMIZ

Investment focus: Innovation will be the engine of the EMIZ's long-term competitiveness. The region has a growing base of universities, R&D assets, and innovation-active businesses, but greater coordination is needed to turn potential into performance. A strong innovation ecosystem – one that supports collaboration between industry, academia, and public institutions – can catalyse the commercialisation of new technologies, products and processes, particularly in areas such as advanced manufacturing, clean energy industries, and digital systems. The EMIZ must act as a testbed for innovation, providing the physical and regulatory space to trial new solutions, alongside targeted support for SMEs, access to finance, and innovation hubs that bring research closer to market. Embedding innovation in the DNA of the Investment Zone will help attract inward investment and build a resilient, future-facing economy.

Intervention areas: The framework for intervention will facilitate effective engagement between research institutions and business, promoting partnership and initiatives that both strengthen the indigenous knowledge base and unlock innovation driven business growth:

- **Knowledge and skills capital** – building the reputation of the East Midlands as a knowledge 'capital' at the cutting edge of research in pure and applied sciences. Measures will aim to attract and retain academics, researchers and students of the highest calibre, supporting pathways to commercialisation and industry.
- **Innovation Infrastructure** – addressing shortfalls in the availability of high quality innovation facilities to support research and development, testing, industrialisation and optimisation of production for new businesses, established SMEs and global primes.
- **Demonstrator and scale up capability** – creating a structured programme aimed at supporting and accelerating the growth of start-up and spin out initiatives.
- **Technology Adoption** – measures aimed at established sector businesses within the EMIZ to identify, plan and implement measures aimed at supporting process and product innovation.

A summary of potential interventions areas and project strands are outlined in Table 5.3. The EMIZ Innovation Roadmap will continue to guide programme development, planning and delivery over the life of this Strategy.

Table 5.3: Theme 2: 'Competitive Advantage through Innovation' Interventions

Intervention Area	Project Strands	Outputs & Outcomes
Knowledge and skills capital	**Knowledge Capital** – engage academics, researchers, innovators and businesses to support collaboration that pushes the cutting edge of research to strengthen the sector capabilities of research institutions within East Midlands **Knowledge Vector** – promoting dissemination of cutting edge research and knowledge to industry through supervised placement of high calibre graduates and post graduates	Number of active academics in sector related activities PhD programmes in relevant subject areas Number of industry sponsored PhD
Innovation Infrastructure	**Laboratory facilities** – enabling researchers in academia and industry to develop and access equipment to support foundational and applied research **Strategic Innovation facilities** – flexible facilities to enable effective research, prototyping and small run manufacture from a single facility **Test and Validation** – delivery of facilities that support testing and meet regulatory requirements	New R&D capital equipment New R&D floorspace Businesses using R&D facilities New patents filed
Demonstrator and scale up capability	**Innovation Accelerator** – Intensive support for commercialisation, testing and industrialisation of new technologies within the East Midlands region, bringing together specialist advice, investment and support to aid capacity building **Challenge-led programmes** – building on EMIZ Skills Roadmap, establish key industry challenges opportunities for programme led approach	Businesses using R&D facilities New patents filed Businesses receiving non-financial support
Technology Adoption	**Showcasing** – service to showcase innovative technology and opportunities within the EMIZ **Business Planning** – access to expertise and financial support to help businesses to plan for integration of new products and processes **Finance** – grants to support R&D investment focused on commercialisation and industry engagement	Businesses receiving financial and non-financial support Academics engaged in business development

Priority measures: The following measures are identified as immediate priorities and should be advanced by EMCCA over a 6-12 month period in collaboration with relevant partner organisations. Alongside delivery, priority measures will inform business case development for programme delivery over subsequent years having regard to the EMIZ Innovation Roadmap.

Table 5.4: Theme 2 Priority Measures

Project strand	Key steps	Partners/Stakeholders
Innovation Infrastructure	Comprehensive audit of facilities to inform appraisal of assets, gaps and investment priorities in priority sub-sectors	EMCCA Research partners including universities Facility operators
Demonstrators	Invite proposals for new industry focused demonstrators and accelerator programmes for new technologies	Research partners including universities and Catapult centres Industry primes and Sector businesses
Technology adoption	Commission support programme for technology adoption by SME businesses around priority technologies (including digital, AI, robotics, automation)	Research partners including universities and Catapult centres Sector organisations

Theme 3: Maximising skills and pathways to work

Objective: Strengthen workforce capability that results in inclusive economic growth by maximising the supply of skilled labour and connecting people with opportunities

Investment focus: Skills are fundamental to realising the potential of the East Midlands Investment Zone (EMIZ), both in terms of enabling economic transformation through growing the advanced manufacturing and green industries sectors, and ensuring inclusive access to opportunity. The region must focus on building a skills system that is agile, demand-led, and aligned to the specific needs of the priority high-growth, low-carbon sectors - including nuclear, zero emission propulsion, renewable energy, green construction and green advanced manufacturing. This includes providing a targeted offer that supports business expansion and inward investment, while strengthening pathways that support people at all stages – from school leavers to those needing to retrain or upskill. Skills are also a tool for inclusion, the EMIZ can connect local communities to high-quality employment and address regional disparities in productivity and earnings. Initiatives such as employer-led training centres, sector-based skills academies, and modular upskilling programmes should be prioritised, drawing upon successful models elsewhere. These interventions must be embedded within a wider strategy that removes barriers to participation and supports lifelong learning.

Intervention areas: The investment focus is on developing a skilled, adaptable workforce that meets the evolving needs of priority sector businesses within the East Midlands Investment Zone and their supply chains. This includes targeted measures to strengthen partnerships between education providers and employers to deliver sector relevant training, expanding access to career pathways, and enhancing skills infrastructure. Priority is given to addressing current skills gaps that act as a block to growth, while promoting measures that address future skills needs within the labour market which support lifelong learning and ensuring inclusive opportunities for underrepresented groups. By aligning skills development with industry demand, the investment aims to drive sustainable economic growth and maximise job creation across the region.

- **Skills Programmes -** Targeted funding for apprenticeships and short courses will address current skill shortages and raise the overall qualification levels of the workforce, enabling businesses to invest, grow and innovate.

- **Careers Education and Guidance -** Raising awareness of sector careers through school outreach, career events, and digital resources to inspire and prepare young people, graduates and those looking to retrain for opportunities within the region's priority sectors.

- **Curriculum Planning and Coordination** – Developing future facing skills and training plans that respond to sector needs as identified through the EMIZ Skills Roadmap, building capacity to implement longer term programmes across EMIZ through coordinated planning.

- **Skills Infrastructure -** Investing in training facilities and specialist equipment will improve the quality of skills development and increase accessibility, particularly for small and medium-sized enterprises, ensuring that learners and businesses have the resources they need to succeed.

A summary of potential interventions areas and project strands are outlined in Table 5.5. EMCCA will progress implementation planning for EMIZ as part of a cross programme initiative. Strategic coordination will take place under the Get Britain Working plan for the East Midlands, with EMIZ activity focused towards promoting priority sector investment and growth objectives.

Table 5.5: Theme 3: 'Maximising skills and pathways to work' Interventions

Intervention Area	Project Strands	Outputs & Outcomes
Careers Education, Information, Advice and Guidance	**School outreach** – raising interest in sector careers and supporting curriculum delivery in schools/FEC **Career events** – events to support increased interest in sector careers at HE level and targeting workers transitioning from 'at risk' sectors **Career resources planning Service** – digital service to outline career pathways and training opportunities **Placement service** – supporting placement of skilled graduates	Increased awareness and interest in sector careers Improved career choices Higher graduate employment rates and retention within East Midlands region
Curriculum Planning and Coordination	**Comprehensive Skills Framework** – foster collaboration to establish a regional skills framework to avoid duplication and address gaps in sector provision and supporting activities (for example, planning skills) **Meet the Educator** – support businesses to meet specialist skills providers **Educator Skills** – incentives or support to recruit and upskill educators and align teaching with industry best practice, supporting enhanced linkages between industry and education	Reduced skills duplication Enhanced curriculum relevance Stronger industry-education collaboration

Intervention Area	Project Strands	Outputs & Outcomes
Skills programmes	**Specialist Skills** – funding for industry focused training programmes to address key gaps in labour market skills through, for example, apprenticeships, short modular training and industry embedded PhDs. **Business led training** – curated training support for new and established businesses **STEM technical Skills** – Contribution to localised programmes aimed at securing level 3+ skills	Addressed labour market skills gaps Improved workforce capabilities Increased level 3+ qualifications attained
Skills Infrastructure	**Specialist Facilities** – scoping, planning and development of concept proposals for sector facilities to provide specialist training where supports sector/cluster of national significance **Infrastructure upgrades** – grants for upgrading of existing facilities through the provision of specialist equipment to facilitate delivery of relevant skills to meet identified business/SME needs	Enhanced training capacity Improved quality of skills development Potential opportunities to offer SMEs access to new equipment
Access to Opportunity	**Pathways to opportunity** – targeted mentoring programme to support individuals facing barriers to labour market entry and progression **Access to skills** – enhancing access to training programmes through promoting measures that bring training and trainees together	Increased participation of underrepresented groups Improved pathways to employment and skills development

Priority measures: The following measures are identified as immediate priorities and should be advanced by EMCCA over a 6-12 month period in collaboration with relevant partner organisations.

Table 5.6: Theme 3 Priority Measures

Project strand	Key steps	Partners/Stakeholders
Careers Education, Information, Advice and Guidance	Campaign to raise awareness and address public perceptions of green skills/ Industries across the region Programme to embed sector related skills in education at primary school level and continuing through to Further and Higher Education.	Schools and Further Education providers Higher Education providers Sector representative and networking bodies
Curriculum Planning and Coordination	Investment in industry engagement and educator development to as part of sector coordinated approach, based on clear understanding of skills needs based on future challenges and opportunities.	Further Education providers Higher Education providers Business forum EM Freeport (Skills and Communities Fund)
Skills Programmes	Initial focus on career transition, structured CPD and integration of core skills sets to ensure transferable skills base	Further Education providers Higher Education providers
Access to opportunity	Identification and mapping of skills for careers pathways to inform measures aimed at target groups that stand to benefit most from opportunities in a future growth sector.	Further Education providers Higher Education providers Adult Education providers

Theme 4: Anchoring investment and opportunity with sites and infrastructure

Objective: Position designated and other opportunity sites as prime locations for sector investment.

Investment focus: Strategic investment in sites and infrastructure is essential to creating a compelling proposition for investors and ensuring that the EMIZ drives long-term economic transformation based on attracting additional activity. This includes unlocking and accelerating key employment sites, ensuring they are development-ready with the right utilities, transport connections, and planning consents in place. Infrastructure should be designed not just to support growth, but to shape it – supporting low-carbon outcomes, resilience, and spatial inclusivity. Digital and energy infrastructure will be critical enablers, particularly for advanced manufacturing and green technologies. The EMIZ provides a vehicle to align infrastructure investment and tax incentives with industrial and innovation priorities, ensuring that place-making and productivity go hand-in-hand. EMIZ will promote high quality development that supports cross cutting inclusive growth and net zero ambitions. Strategic land use planning and investment in multimodal connectivity will be key to linking talent, firms, and research centres across the geography.

Intervention areas: The framework for intervention is focused on designated EMIZ and other sector related site assets. The schedule of projects is informed by a strategic request for proposals coordinated by EMCCA. A long list of potential initiatives has been developed into a project pipeline. While many of the identified initiatives are at a relatively early stage of concept development, progression within the EMIZ would stimulate significant partner investment to accelerate planning and implementation. EMIZ will support masterplan and business case preparation for priority sites to promote target cluster development, providing a robust basis for phased infrastructure delivery and targeted measures.

A summary of proposed interventions areas and pipeline projects is outlined in below.

Table 5.7: Theme 4: 'Sites and Infrastructure' Interventions

Intervention Area	Project pipeline	Outputs & Outcomes
Infinity Park Derby	**Business Case** – Updated masterplan and programme business case for delivery of IPD **Facilities** – business case development for Nuclear Cluster Headquarters (NCHQ) to serve as a hub for nuclear and advanced manufacturing cluster at IPD **Skills infrastructure** – business case development for Nuclear Skills Academy Phase 2, expanding and extending current provision at the existing facility **Facilities** – specialist facilities including the Component Assessment and Verification (CAVE) high integrity test facility for the nuclear and clean energy industries, UK Electron Beam Welding (EBW) Centre, or other specialist facilities **Enabling infrastructure** – increase capacity within the power network; progress ground works to create development plots within South Derby Growth Zone; strategic transport infrastructure that unlocks EMIZ compliant investment.	Preparation of plans/feasibility studies Site area unlocked New business premises New/enhanced research facilities New/enhanced skills facilities
Hartington Staveley	**Business case** - Masterplan and programme business case for the implementation of proposals for the Hartington Staveley site **Infrastructure Feasibility** – commissioning of further investigations to confirm need and arrangements for restoration of rail link, providing power. **Facilities** – assess feasibility of specialist facilities Hartington Centre for Advanced Manufacturing focused on rail decarbonisation **Interim Site access** – implementation of access works to open up Hartington site in advance of strategic road infrastructure **Facilities** – viability support for the delivery of new premises in the first phase of development **Enabling works** - Staveley Works Remediation Strategy, extending scope associated with the CSRR	Preparation of plans/feasibility studies Site area unlocked New business premises New/enhanced research facilities New/enhanced skills facilities Length of road / rail installed

Intervention Area	Project pipeline	Outputs & Outcomes
Explore Park	**Business Case** - Masterplan and programme business case for the implementation of proposals for the Explore Park site **Facilities** – delivery of New Engineering Facility to extend the existing CEMC and provide specialist manufacturing space, expanding current on-site capacity **Facilities** – assess feasibility of an R&D facility focused on AI and robotics, providing shared laboratory, commercial and skills hub. **Access** - Explore Park rail siding implementation and delivery of site logistics hub **Enabling infrastructure** – implementation of site works to include power/utilities, drainage and on-site access works.	Preparation of plans/feasibility studies Site area unlocked New business premises Length of road / rail installed
EMIZ Sites Programme support	**EMIZ site planning advisory** – planning resource to provide guidance and capacity to facilitate accelerated determination of applications **EMIZ site sustainable travel** - programme approach to enhancing access to opportunities on EMIZ sites for target groups through provision of low cost public transport **Market integration** – development of site specific marketing linked to the overarching marketing strategy for EMIZ	Faster planning application process Increase in public transport or low cost access options Number of people using public transport to access site
Other Strategic Sites	**Feasibility** – support for studies relating to the delivery of specialist sector related activity across the wider EMIZ, based on demonstration of very strong alignment with wider site objectives **Implementation** – support for capital investment to unlock delivery of sector growth on sites across the wider EMIZ	Preparation of plans/feasibility studies Site area unlocked New business premises

Priority measures: The following measures are identified as immediate priorities and should be advanced by EMCCA over a 6-12 month period in collaboration with relevant partner organisations.

It is envisaged that the initial tranche of priority measures will be delivered under the EMIZ Flexible Fund, levering the benefit of tax site designation for IPD, Hartington Staveley and Explore Park to accelerate delivery and secure target occupiers.

Resourcing for longer term infrastructure delivery will take account of opportunities for retained business rates growth, targeted towards initiatives that directly support rates generating activity in the early years of the EMIZ programme.

Table 5.8: Theme 4 Priority Measures

Project strand	Key steps	Partners/Stakeholders
Business case development	EMCCA to support EMIZ site groups to develop programme level business cases supported by feasibility analysis and delivery plans for 3-5 year period	EMIZ site groups including site owners, local authority partners, knowledge partners and sector businesses
IPD	Progress design development for Nuclear Cluster Headquarters	Derby City Council Land owners Rolls Royce
Hartington Staveley	Hartington Centre for Advanced Manufacturing – feasibility Site remediation strategy for the Staveley Works site	Site owners / leaseholders Chesterfield Borough Council
Explore Park	Evaluate funding proposal for New Engineering Facility	Site owners and promoters Bassetlaw District Council Bolsover Borough Council
Planning and advisory support	Options for a dedicated EMIZ Sites planning and advisory support mechanism to be scoped and developed by EMCCA	Local planning authorities for designated sites

Proposals for longer term investment will be informed by business case development for programme level intervention in respect of each designated site.

The funding strategy for future site based interventions will be informed by further detailed appraisal of business rates retention. Securing early delivery on the business rates sites should be identified as a strategic programme objective for IPD and the Hartington Staveley designated sites.

5.3 EMIZ Funding

The total allocation of EMIZ Flexible Funding for the first five years of the programme has been agreed within Government through the gateway process and is summarised in Table 5.9. Wherever feasible, investment will be deployed through a commercial arrangement (such as a loan or equity stake) to establish a recycling fund and therefore increasing the impact that investment can deliver over the duration of the EMIZ and beyond.

Table 5.9: EMIZ Flexible Funding Allocation under Gateway process

	Capital Funding	Revenue Funding	Total Funding
Skills	£1.76	£12.33	£14.09
Local Infrastructure	£31.69	£0.00	£31.69
Research and Innovation	£9.30	£4.65	£14.09
Business or stakeholder support	£4.19	£5.67	£9.86
Planning	£0.00	£0.70	£0.70
Total	**£46.94**	**£23.35**	**£70.43**

EMCCA will review funding allocations across the investment themes to maximise the impact of EMIZ investment based on the ongoing monitoring of conditions and pipeline opportunities.

The overall allocation will be supplemented by funding secured from growth in retained business rates across designated sites including IPD and Hartington Staveley. Working alongside key partners, including the billing authorities for the designated sites, EMCCA will evaluate investment opportunities for retained business rates to support delivery of the identified intervention areas and priority projects, including through forward funding arrangements.

As accountable body for the funding, the EMCCA will promote a flexible approach to the deployment of EMIZ funding that targets investment to promote:

- the vision and strategic objectives of the EMIZ;
- coordinated programme planning and implementation that aligns partners around shared goals;
- leverage and crowding in of wider investment through the promotion of nationally important clusters;
- the additionality of ambitious interventions to maximise inclusive economic green growth at the regional level.

Through seeking to crowd in investment, EMIZ funding will be aligned with the wider funding programmes of the EMCCA, central government investment (for example, under the UK's Modern Industrial Strategy) and industry.

5.4 Strategic Recommendations

Summary recommendations for the implementation of the EMIZ Investment Framework are outlined as follows:

1. **Foster Collaboration** with partners in industry, academia and government to implement a coordinated programme of cluster support that unlocks innovation, business investment and growth in clean energy and advanced manufacturing sectors.

2. **Champion the Region** as a nationally recognised hub for advanced manufacturing and clean energy industries, developing EMIZ at the heart of an 'East Midlands' brand, focused on manufacturing excellence.

3. **Build Sector Skills Pathways** using EMIZ to support the planning, coordination and targeted delivery of skills interventions that meet the urgent needs of priority sector businesses investing and growing in the East Midlands, while ensuring that pathways to secure and high quality sector jobs within the East Midlands are established to meet future sector needs.

4. **Promote Applied Innovation** using collaborative spaces and programmes that enable co-designed solutions, showcase emerging technologies, and drive innovation-led growth in future growth sectors including nuclear, fusion and advanced construction.

5. **Drive Cluster Development** at designated EMIZ sites, creating an environment that accelerates investment and supports inclusive growth ambitions through targeted incentives, funding and other support mechanisms

6 Governance, Communications and Delivery

Effective governance, clear communication, and robust delivery mechanisms will be essential to the success of the East Midlands Investment Zone. This section sets out the proposed structures and approaches to ensure strategic oversight, partner coordination, and timely implementation, while maintaining transparency and accountability throughout the life of the programme.

6.1 Governance

All decision making will have full regard to the EMCCA Single Assurance Framework (SAF) including in matters of transparency and accountability. EMCCA must ensure that all Investment Zone funding is deployed in full compliance with subsidy control rules and the proper management of public funds. This includes maintaining robust processes for managing conflicts of interest and securing value for money. Clear distinctions must be upheld between the roles of bidders, EMIZ Board Members, and Public Sector Directors to safeguard integrity and transparency.

Investment decisions for the EMIZ will ultimately be made by the EMCCA Board. In the event that a majority decision cannot be reached, the matter will be escalated to the EMCCA Mayor and Council Leaders. This process is designed to uphold due process and allow Public Sector Directors to make evidence-based decisions, free from undue influence. All Board members are expected to respect and support this approach.

A defined process for investment decisions will be detailed by EMCCA. This will follow a dynamic and responsive model to ensure high-quality business cases can be developed and that investment delivers maximum additional benefit against the priorities of the EMIZ and wider EMCCA policy objectives. EMCCA will ensure it has the capabilities to deliver robust due diligence and assurance, including legal support to mitigate the risk of challenge and to secure sound commercial agreements that protect public interests.

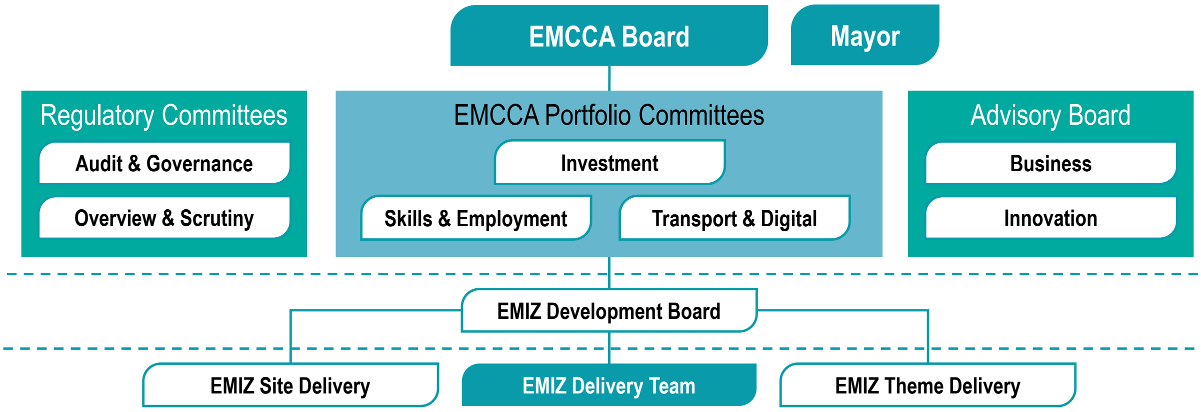
We are committed to transparency in the delivery of all programmes, including the EMIZ. A version of this strategy, along with details of investment decisions, will be published to ensure openness and accountability. The EMCCA Communications plan will provide a framework to guide ongoing promotion, reporting and stakeholder engagement. Ahead of the delivery, we will undertake further engagement to gather input on regional investment priorities and ensure alignment with local needs.

The governance framework for the EMIZ will remain subject to ongoing review in response to evolving policy and institutional drivers, and in consultation with regional partners.

Governance Structure

The EMIZ governance structure (shown diagrammatically in Figure 17) is embedded within EMCCA's wider institutional framework, ensuring strategic oversight and financial accountability, providing a platform for effective decision making and delivery.

Figure 17: Governance Structure



EMCCA

The governance of the EMIZ sits within the broader institutional framework of the EMCCA. EMCCA operates under statutory powers provided by the Levelling Up and Regeneration Act 2023, and functions with a directly elected Mayor and a Board comprising representatives from its four-constituent upper-tier authorities (Derbyshire, Nottinghamshire, Derby, and Nottingham), alongside associate and non-constituent members. EMCCA has devolved powers across multiple strategic areas including investment, skills, transport, housing, and net zero.

EMCCA will operate in accordance with the SAF, which ensures that all decision-making is transparent, evidence-based, and compliant with legal and value-for-money requirements. This framework governs the lifecycle of all investments and provides clear protocols for project initiation, appraisal, approval, and monitoring.

Role of EMCCA in EMIZ Governance

EMCCA is the accountable body for the EMIZ. It holds financial and decision-making responsibility and ensures compliance with national assurance requirements. Within EMCCA's committee structure, the Investment Committee is the primary body responsible for oversight of the EMIZ. The Investment Committee provides strategic guidance, considers investment proposals, and recommends business cases for approval to the EMCCA Board, ensuring alignment with the Mayoral priorities and the region's Strategic Investment Framework. Decisions will be made in collaboration with other EMCCA committees and advisory boards.

EMIZ Development Board

The EMIZ Development Board has been established as a strategic advisory group to guide the development and implementation of the EMIZ. Its remit includes curating vision-setting for the EMIZ, aligning site development, sectoral engagement, alignment with other strategic initiatives (such as the East Midlands Freeport), and preparing submissions to Government. This advisory function will play a role in shaping interventions, reviewing performance, and advising on the implementation of tax incentives and funding decisions.

Membership includes senior representatives from EMCCA (chair of the Board), local billing authorities for the tax sites, major industrial employers (e.g. Rolls Royce, Laing O'Rourke), and research institutions such as the University of Nottingham and University of Derby. The Board meets bi-monthly, with the option for extraordinary meetings where needed, and operates in accordance with published terms of reference which ensure transparency, appropriate conduct, and accountability. EMCCA provides secretariat support.

EMIZ Delivery Team

A dedicated EMIZ delivery team within EMCCA will coordinate the programme's day-to-day operations, ensuring that investment decisions are evidence-based, compliant, and aligned with regional priorities. The delivery team will be responsible for programme management, stakeholder engagement, performance monitoring, and reporting.

An EMIZ intervention pipeline will be managed by the EMIZ Team. The pipeline has been developed through consultation with regional and industry partners to support the development of the SIP. Pipeline management will provide an open and transparent basis for partner engagement and coordinated investment planning, to be overseen by the EMIZ Development Board and EMCCA Investment Committee.

The EMIZ team will work closely with a range of partners to deliver a joined-up and place-based approach, including:

- Local delivery teams within councils and development bodies to manage site-specific activity.
- EMCCA teams to ensure EMIZ implementation aligns with wider EMCCA strategy, supporting joined-up planning and governance under the established committee and advisory board structure of the EMCCA.
- Inward investment and place promotion agencies to attract and secure private investment, support investor enquiries, and raise the profile of the East Midlands as a destination for growth.

The EMIZ team will coordinate delivery against the EMIZ themes, bringing together EMCCA officers and external stakeholders to support planning at programme and project levels. The activity of these working groups will be advised by the EMIZ Development Board and will ensure effective reporting into the EMCCA committee and advisory board functions.

This collaborative approach will help to ensure that EMIZ delivery is responsive, integrated, and delivers maximum impact for the region.

Site Governance

The EMCCA, as accountable body for the EMIZ, will be embedded into the local governance arrangements for each of the designated sites. It is anticipated that site governance will be coordinated by local partners and bring together local government, site owners and other key stakeholders.

6.3 Assurance Process

All investment activity within the East Midlands Investment Zone (EMIZ) is governed by the EMCCA's Single Assurance Framework (SAF). This framework sets out the decision-making and appraisal standards applied to all programmes and projects that fall within EMCCA's remit, including EMIZ. The SAF has been developed in line with the Government's English Devolution Accountability Framework and is fully compliant with HM Treasury's Green Book guidance.

The assurance process follows a three-phase approach to business case development:

1. Concept Initiation (Strategic Outline Case) – establishing strategic fit and alignment with EMCCA and EMIZ objectives.
2. Business Case Development (Outline Business Case) – including detailed option appraisal, cost-benefit analysis, and stakeholder engagement.
3. Business Case Approvals (Full Business Case) – final review against value for money, deliverability, and risk.

The application approach will be proportionate to the level of funding sought through each application. Each case will be subject to robust appraisal and due diligence checks to confirm alignment with spending objectives and quality aspirations.

Decision making will be undertaken in accordance with the SAF and under accepted delegation limits. Ultimate decision-making powers lie with the EMCCA Board. This ensures transparency, proportionality, and evidence-based investment, and provides assurance to Government that public funds allocated to the EMIZ will be used effectively to deliver measurable impact in line with strategic priorities.

All EMIZ investments will also be assessed for subsidy control compliance in line with the UK Subsidy Control Act 2022 and the English Investment Zones Subsidy Scheme (2024). Each business case will include a subsidy control assessment to ensure interventions are lawful, proportionate, and targeted. Where applicable, legal advice will be sought, and records maintained to demonstrate compliance and transparency.

6.4 Monitoring, Reporting and Evaluation

Robust monitoring, reporting and evaluation arrangements will be in place to ensure effective delivery of the EMIZ. All funded projects will be required to submit a quarterly monitoring form following each quarter end. This form will be issued alongside the Grant Funding Agreement (GFA) and will capture:

- Milestone progress and narrative commentary
- Output delivery and performance against targets
- Financial expenditure to date
- Risk register updates and mitigation actions

This process enables EMCCA to assess delivery progress, ensure funding is spent appropriately, and identify any delays or issues. Where necessary, EMCCA will review submissions and initiate change requests to address project slippage. Future funding may be contingent on milestone completion or output achievement, in line with defrayal-linked payment conditions.

In addition to quarterly returns, project leads will participate in monthly online update meetings to support continuous engagement and early identification of risks. At project completion, a final evaluation will confirm the achievement of agreed outputs and outcomes. A programme-wide evaluation process will run concurrently, with regular reviews by the EMIZ team to embed learning, improve delivery, and enhance the impact of Investment Zone activity.

6.5 Funding & Resourcing

The EMCCA, as the accountable body for the EMIZ, is responsible for all financial management, grant payments, and funding oversight. The funding allocated to EMIZ is administered under EMCCA's Single Assurance Framework and managed in line with the authority's constitution and financial regulations.

Grant payments will be made in accordance with approved business cases and subject to the terms set out in formal funding agreements. These agreements will define delivery milestones, payment schedules, eligible expenditure, and reporting requirements. EMCCA will ensure that payments are only released once appropriate conditions have been met, and will actively monitor spend, outputs, and risks.

All EMIZ investment will be tracked through EMCCA's corporate financial systems and subject to regular performance reporting, audit, and evaluation. The authority's Section 73 Chief Finance Officer is responsible for ensuring robust financial governance and value for money across all EMIZ activity. This approach provides assurance to Government and partners that funding is used transparently, efficiently, and in line with strategic investment priorities.

6.6 Risk Management

The EMIZ operates under a structured and proportionate risk management framework as part of the EMCCA's Single Assurance Framework. Risk management is embedded throughout the lifecycle of EMIZ activity from initial project development through to delivery and monitoring, ensuring that strategic and operational risks are actively identified, assessed, and mitigated.

EMCCA's risk management approach is fully aligned with HM Treasury's Orange Book: Management of Risk – Principles and Concepts (2023)**,** which sets the standard for risk governance across public sector bodies. Risks are categorised across multiple dimensions, including delivery, finance, reputational, legal, and strategic alignment. Each EMIZ programme or project must maintain a risk register as part of its business case submission, with mitigation strategies, ownership, and residual risk levels clearly articulated.

At the programme level, risks are reviewed regularly by EMCCA officers and escalated where appropriate through governance structures. The Section 73 Chief Finance Officer plays a key role in advising on financial risk, while oversight is provided by the Investment Committee and reported through to the EMCCA Board. Mitigating measures may include phased funding releases, independent assurance, due diligence, and contingency planning. Where risks materialise, EMCCA has established processes to implement corrective action, approve change requests, or reclaim funding if necessary.

This robust and transparent approach ensures that the EMIZ is managed in a way that safeguards public resources and maintains confidence among delivery partners, government, and local stakeholders.

6.7 Communication

Clear, consistent and proactive communication will play a vital role in building awareness, securing investment, and fostering collaboration across the East Midlands Investment Zone.

Communications strategy

A strong communications strategy is essential to position the East Midlands Investment Zone (EMIZ) as a leading destination for investment and innovation. At the heart of this will be a clear and confident EMIZ brand that reflects the region's strengths in advanced manufacturing and clean energy industries and other sectors. The brand should be distinctive, rooted in place, and aligned with regional and national priorities.

Targeted communications

A targeted communications plan will support this by setting out key messages, audiences, and delivery channels. It will guide how and when to engage different stakeholders, ensuring consistent messaging across local partners, businesses, government, and the public. This plan will be closely tied to key project milestones and investment announcements.

Regular business engagement

Engagement with the EMCCA Business Advisory Board and wider business community will be essential. Regular updates, tailored communications, and joint activity will ensure alignment and build support. Working with East Midlands Chambers, EMIZ partners will coordinate outreach, gather insight, and raise the profile of the zone through business-led engagement.

To support delivery, a business and partnership management approach will underpin all communications activity. This will include producing investor-facing materials, capturing early success stories, and showcasing the zone's impact through events and targeted campaigns.