

# Agenda Item 9: Appendix A

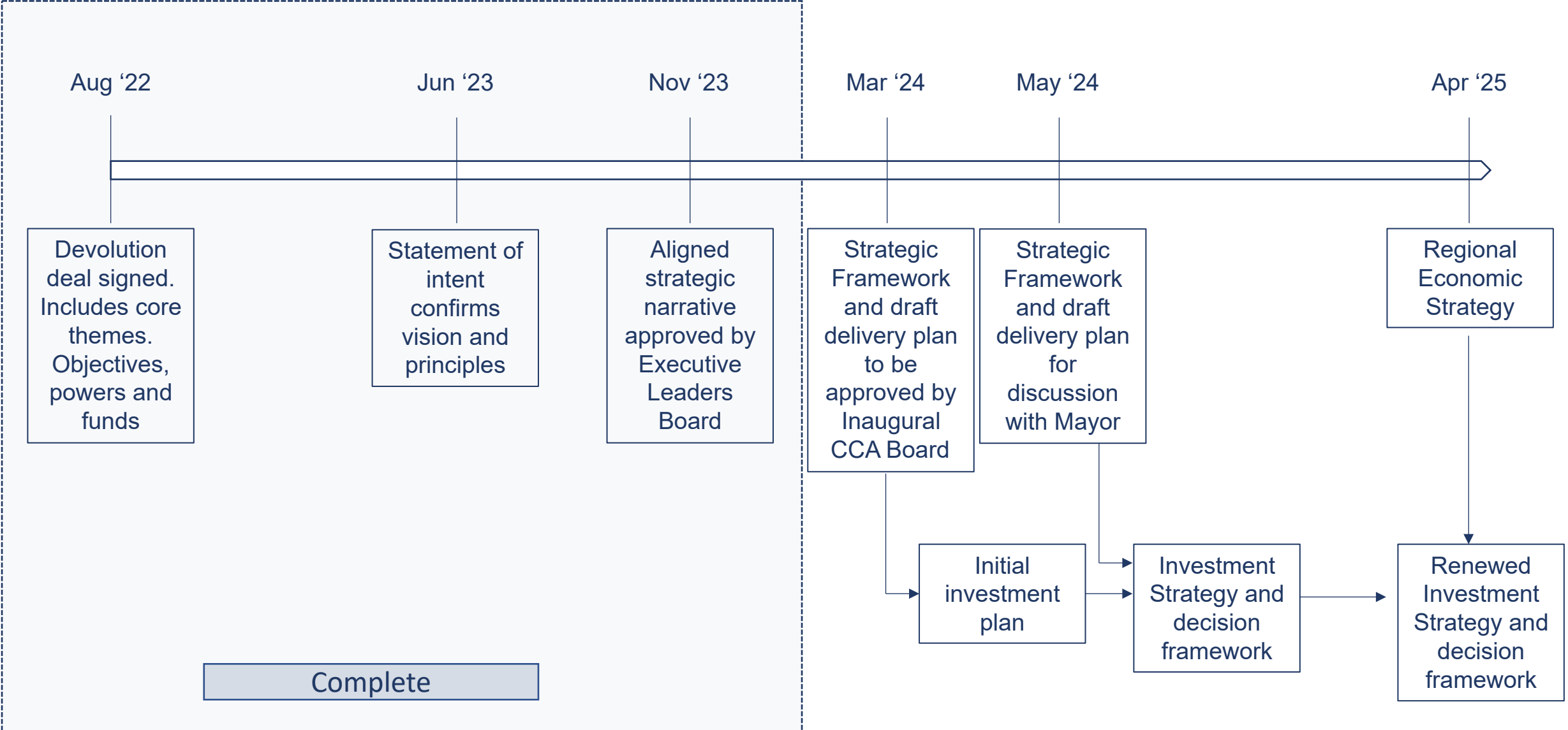
Towards a Strategic framework

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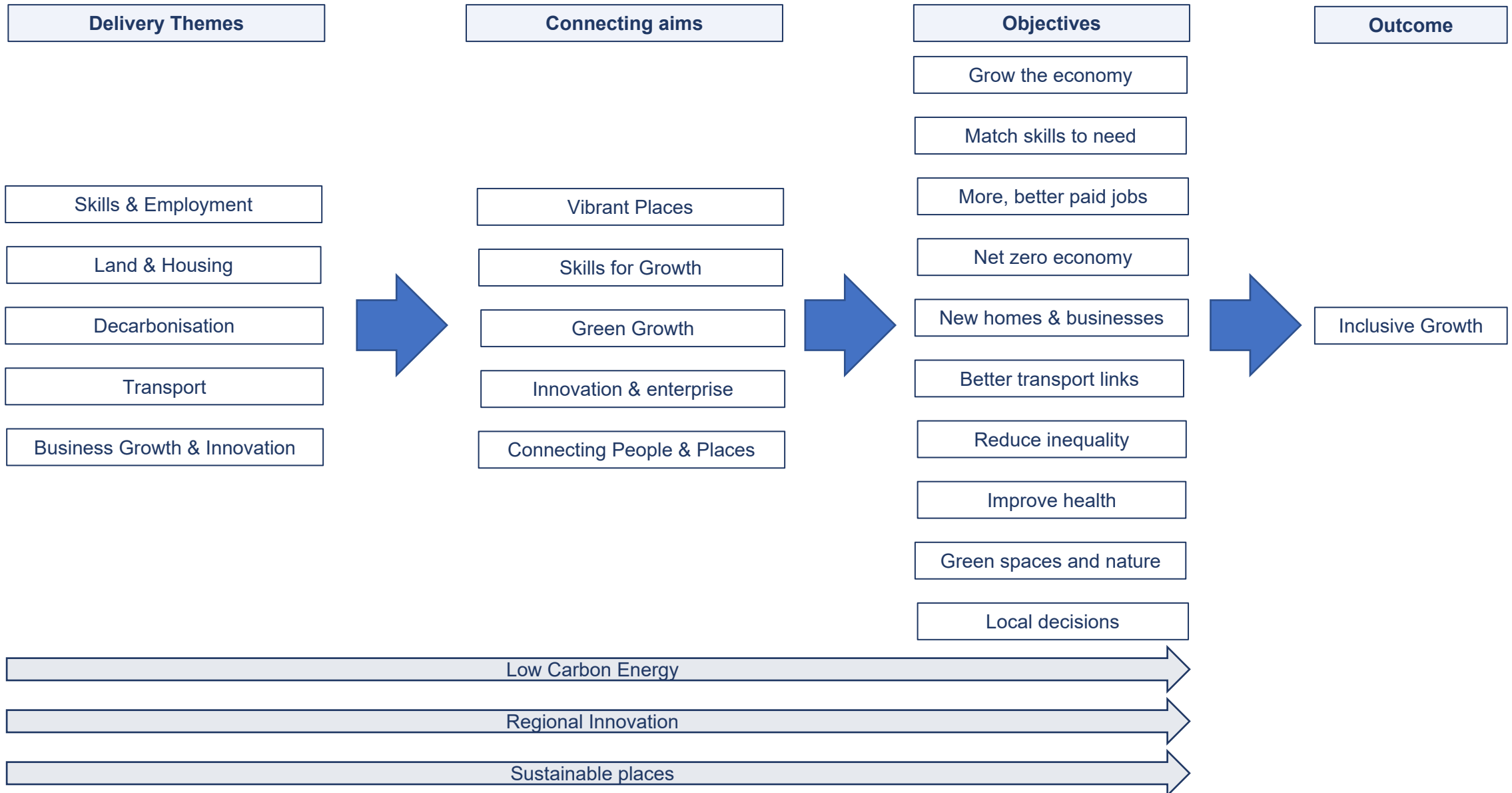


- Timeline
- Framework on a page
- Vision and objectives
- Strengths, weaknesses, opportunities
- Delivering on the ambition
- Going further
- The organisation

# Timeline and 'golden thread'



# Our framework on a page



# Vision and objectives



# Our vision is rooted in inclusive growth

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The vision for the EMCCA is underpinned by a simple statement of intent, namely that:

***We will make our region more prosperous, sustainable and fairer, helping our people and businesses to create and seize opportunities.***

Our goal goes beyond the purely economic, towards an ambitious agenda of transforming the life chances of everyone in the EMCCA area, in perpetuity. While economic growth and high productivity are central aims for EMCCA, they do not automatically lead to equitable outcomes, vibrant places, higher wages for low skilled people or significant decarbonisation progress. Inclusive growth is an approach enabling as many people as possible to contribute to and benefit from greater prosperity. Fundamentally, we will use our new powers, strategies, plans, investment and influence to integrate social, environmental and economic initiatives in innovative ways to make life better for people.

Our inclusive growth ambitions also recognises the distinctive, polycentric geography of the EMCCA region. This uniqueness creates the opportunity for spatial inclusion. Our approach to unleashing regional prosperity will connect cities, towns, and rural areas. By planning, coordinating and convening across a wider geography, we will benefit larger numbers of people.

# We target what matters

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We have ten inclusive growth objectives



Grow our economy faster, through targeted long-term investment, so that it is resilient enough to withstand future challenges



Match skills to economic need to increase productivity and wellbeing



Support businesses to create more and higher paid sustainable jobs so that our citizens are able to access the jobs they want within the area



Create a net-zero economy with a resilient energy supply



Create modern and robust infrastructure that releases the private sector to deliver new homes and businesses



Build new and coherent transport links for better and more sustainable access to our economic hubs such as our cities, market towns and major employers



Reduce inequality and promote social mobility to allow people to achieve their potential



Improve healthy life expectancy and reduce inequalities, especially in communities and groups who are most disadvantaged



Support enhanced green spaces to welcome nature back into our communities



Use our devolution powers to bring decision-making closer to those who live and work here, increasing the visibility of these decisions

Building on our strengths and addressing our weaknesses





# We have a rich history and diverse present on which to build a renaissance

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The EMCCA area has huge potential. We have a distinct but inter-related geography of two cities, large towns and rural areas, and are home to industrial giants, such as Toyota UK, Rolls Royce, Alstom and Boots.

The area benefits from a huge number of strategic assets, including the M1 corridor, strategic rail connectivity, the UK's only inland freeport, and the Nottingham Express Transit tram system. We have three world class universities, which provide centres of research excellence, and we are home to major tourist attractions such as the Peak District National Park, the National Forest, and Sherwood Forest.

East Midlands Hydrogen is the largest inland hydrogen cluster in the UK. Nuclear technology is equally noteworthy. Rolls Royce's presence in Derby includes the small modular reactor and nuclear submarine business units, plus the new Nuclear Advanced Manufacturing Centre and Nuclear Skills Academy facilities on Infinity Park. The globally significant STEP Fusion investment at West Burton will be the world's first nuclear fusion plant and gives us a unique opportunity to build an even stronger reputation in nuclear technologies.

The third largest life sciences cluster in the UK is anchored by Boots, MediCity and BioCity in Nottingham. The digital tech cluster focused around Nottingham's Creative Quarter has grown rapidly.

The region's network of towns and rural economies house key manufacturing sites, major employers and thriving small businesses. Our towns, villages and wider rural areas are home to much of the area's workforce too.

Some of the nation's largest food manufacturers are based in the Area and use some of the raw materials produced by a progressive and diverse agricultural and horticultural sector. Nottingham University's Sutton Bonington campus hosts world-leading facilities for biosciences and veterinary medicine. The state-of-the-art Smartparc facility in Derby promotes sustainable food production and hosts a Food Manufacturing Technology Centre of Excellence.

In rural High Peak the Health and Safety Executive run a laboratory researching new methods in industrial safety, while the emerging digital and creative cluster around Glossop exemplifies the diversity of rural districts.

# But we underperform in a number of critical areas



Seven EMCCA areas are amongst the lowest 10% in the country for productivity performance

Despite our strengths, we face major challenges that have held us back. The region shows a significant labour productivity gap versus the national picture; a gap that is forecast to grow beyond its current -14.5 percentage points. Seven local authority areas in the EMCCA region are in the lowest ten per cent in the country for productivity performance

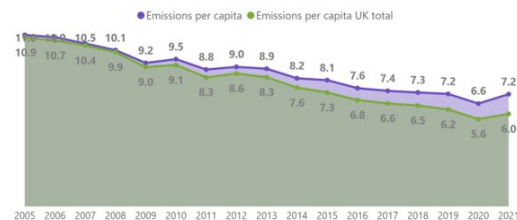
Despite having expertise in many green industries, we have yet to meet the urgent need to decarbonise. A quarter of the area's jobs will be affected by the low carbon transition.

While we are not universally a low skill-low wage economy, that is the dominant picture across the region, and those skills that have traditionally been in demand are becoming obsolete in the face of new technologies and emerging industries. Too few of our people have the qualifications and skills that are increasingly required by employers and that match their own potential.

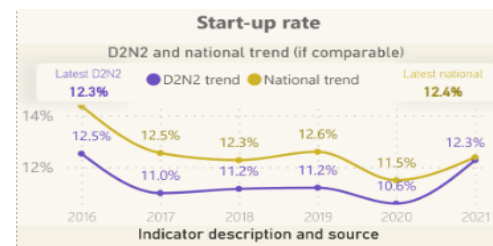


There is poor progression from Levels 2 and 3 to higher level skills in demand by employers.

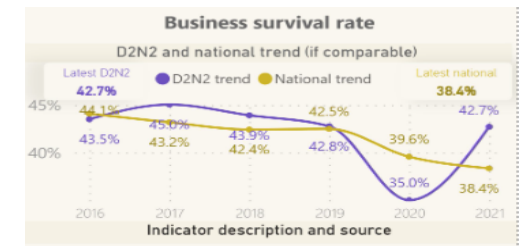
Our business dynamism is not where it should be, with relatively low numbers of business start-ups and lower levels of competition, impacting business demand for skills progression.



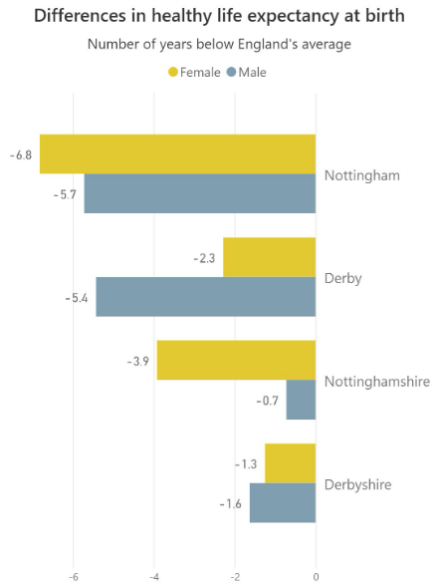
In 2021 the region's emissions per capita were 20% higher than the UK average.



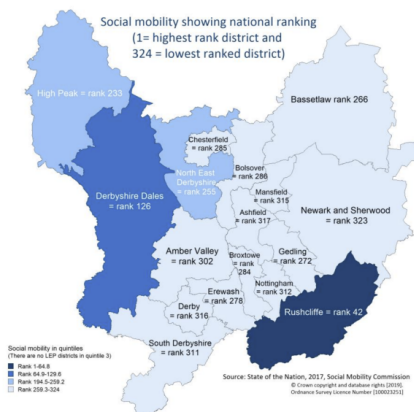
Historically low start-up rate and high survival rate point to lower competitiveness, hindering productivity growth



# Our social outcomes are not what they should be, which in turn undermines the region's ability to grow quickly and sustainably



The average healthy life expectancy for a woman in Nottingham is 58. It is significantly below the national average across the region.



13 of our 17 local authority districts are as 'social mobility cold spots.'

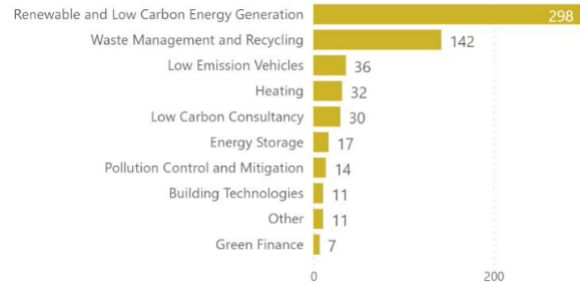
In addition to, and also as a result of, these economic challenges, health inequalities in some parts the EMCCA area are profound. There are parts of England where people on average live around 15 years longer in good health than residents of Nottingham.

Educational attainment varies considerably, with the region containing some of the worst performing areas across England at all levels of education. At the early years foundation stage, three of the four upper tier authorities fall below the England average on the expected level on early learning goals for 5 year-olds. Seven of the Area's 17 local authorities are in the poorest performing 25 per cent of areas nationally, and the area contains some of the poorest performing localities across England in terms of pupils attaining Maths and English at GCSE.

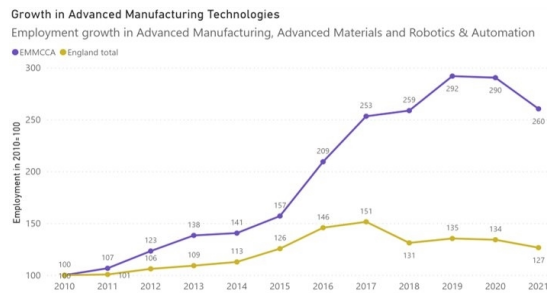
13 of the 17 local authorities in the region are identified as 'social mobility cold spots.' Seven authority areas are amongst the twenty least mobile in England.

Homelessness is comparatively high in our cities, and worsening. While, in aggregate, housing affordability in the region compares favourably with the national average, the ratio of house prices to earnings is worsening and the quality and environmental sustainability of housing across the region remain an issue.

# It is the ambition and culture that put us at the heart of the first industrial revolution that can put us at the centre of the next



There are 598 businesses in the region's Net Zero cluster



Employment in advanced manufacturing, advanced materials and robotics & automation has grown by 160% since 2010, exceeding growth in the sector elsewhere

Renewables and nuclear energy will dominate the growth of global electricity supply over the next three years, together meeting on average more than 90 per cent of additional demand. The founding story of the EMCCA economic area is one of power generation. Now, in the race to develop new methods of energy production, we have a firm platform in both nuclear and hydrogen. In STEP we have the potential to develop world-leading fusion technology, and the East Midlands accounts for more than 6 per cent of the UK's total nuclear workforce.

There is a global thirst for advanced manufacturing capabilities, particularly to transition to net-zero. Regional employment in advanced manufacturing, advanced materials and robotics & automation has grown 160 per cent since 2010, exceeding growth in the sector elsewhere. And the new Automation and Robotics Training Centre in West Nottinghamshire provides the opportunity for the region's existing manufacturing workforce to transition to new skills as well as bring in new entrants. Meanwhile, our medtech sector continues to thrive.

We have a vast and varied visitor economy spanning the whole region and taking in towns and cities as well as the Peak District, National Forest and Sherwood Forest. The opportunity to invigorate the regions' blue-green infrastructure is strong, as it is to maximise the value of our Local Visitor Economy Partnerships.

EMCCA will be the critical catalyst for transforming these capabilities into a regional engine of sustainable growth and wellbeing. By taking a strategic role, investing in the region and collaborating regionally and nationally, EMCCA can shape a transformation for the area.

Delivering on the ambition



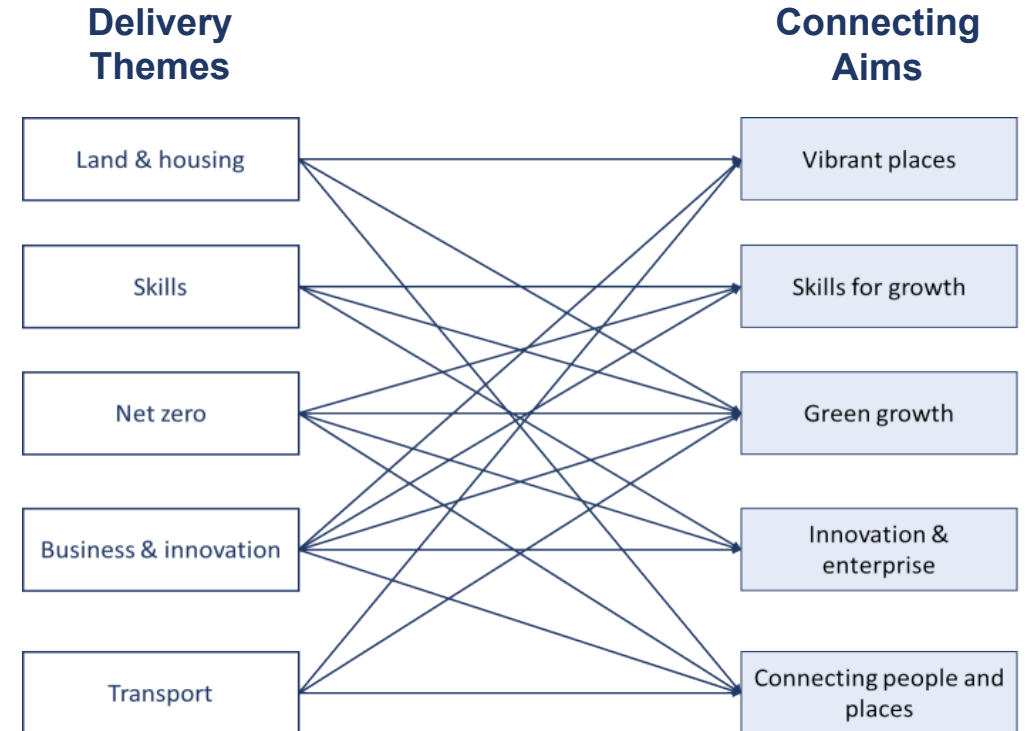
# We will provide system leadership for systemic change

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It is in the ‘connective tissue’ between all EMCCA activities that the real value of the combined authority can be delivered from day one. This strategic framework will ensure that delivery themes focus more on the outcomes they are trying to achieve as a system, rather than the input-based depiction of the work being done. Planning for, and oversight of, delivery should be then be via cross-cutting portfolios rather than more traditional professional disciplines. The people we recruit will be system leaders, comfortable convening networks of people and combining skills, funds, knowledge and ideas in new ways in order to transform opportunities for local people

A system-based strategic framework means that intervention and investment decisions will be made programmatically – that is, on the basis of how much they contribute to broad connecting themes. The KPIs included in the EMCCA plan will be at the level of outcome rather than output.

In the context of ambitious inclusive growth, while EMCCA will deliver projects focused on specific devolved powers and funding (housing, transport, skills, business and innovation, and decarbonisation), their success will be measured by how far they contribute to the creation of our **connecting aims**.



# We will organise our delivery under five themes

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## Skills & Employment

We will work collaboratively with employers, skill and training providers, local authorities and other stakeholders to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will include the delivery of the c£50m Adult Education Budget for the region, to support the development of Level 1-3 skills and education. Crucially though, it will enable EMCCA to develop a region-wide strategy to support progression through, and growth in, the high-level skills the area needs. We will also pursue future devolution of funding and powers to support people into employment.



## Land & Housing

We will work with local authorities, landowners, developers and the full range of housing providers to create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.



## Decarbonisation

We will work across the region to lead the way in moving to low carbon energy generation. Our ambition is that the CCA area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaptation. This theme is at the centre of EMCCA's strategy. The low carbon economy is key to the future economic prosperity of the region and marrying that to positive social and environmental outcomes.



## Transport

We will work with transport providers inside and outside the CCA Area to develop our collective infrastructure and create the best possible transport system for our citizens. The injection of £1.5bn to the region's transport system from 2026 will provide substantial opportunities to connect people and places, sustainably, to spread positive social, environmental and economic outcomes across the region.



## Business Growth and Innovation

We will develop a system of support, information and connection that enables the region's businesses and universities to innovate and flourish, to connect with inward investment opportunities, wherever they are based.

## Because this is EMCCA's inaugural year, our themes' delivery plans will have to put in place key pillars while building a platform for future ambition

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Three levels of intervention



**Addressing fundamentals within our delivery themes** – the key activities required to enable EMCCA to deliver against the East Midlands devolution deal

Develop capability in key areas that **build on the deal and create a platform for future transformation** of the East Midlands inclusive economy

Create new pathways to prosperity through identification of the **bold system interventions that have the potential to transform the East Midlands economy**, and that knit together interventions across all five themes



# There are three bold system intervention opportunities to exploit to deliver enduring economic, social and environmental transformation of the region



## Low-carbon energy

The founding story of the EMCCA economic area is one of power generation. Now, in the race to develop new methods of energy production, we have a firm platform in both nuclear and hydrogen. In STEP we have the potential to develop world-leading fusion technology, and the East Midlands accounts for more than 6 per cent of the UK's total nuclear workforce. East Midlands Hydrogen is the largest inland Hydrogen cluster in the UK. Renewables and nuclear energy will dominate the growth of global electricity supply over the next three years, together meeting on average more than 90 per cent of additional demand. **A strong programmatic focus on low carbon energy** can build on the region's industrial legacy to create a system that combines the development of clean energy technologies with business prosperity, a growing local, high-skilled workforce, enabled by a training system that facilitates progression and adaptation for people transitioning from traditional, carbon-intensive industries.



## Sustainable Places

Taking a place-based approach and marrying the housing, brownfield land, decarbonisation and transport powers and funding contained in the devolution deal creates the opportunity to reduce the cost of living, improve quality of life, create new, well-paid construction jobs and give access to good quality, lower cost housing in the cities, towns and rural areas across the region. **A strong programmatic focus on sustainable places** can combine the construction of new, zero carbon homes with the retrofit of existing stock and the training required to provide a sufficiently large and skilled workforce for both, plus the transport interventions to connect homes to jobs and recreation.



## Regional innovation

The EMCCA area has 3 universities, 15 incubators, 6 science parks, and over 2500 funded research projects. But more could be done to leverage inward investment in R&D, both private and public. We know that innovation of all kinds is the route to higher productivity and that higher productivity is the route to higher quality of living. **A strong programmatic focus on further strengthening the region's innovation system and widening participation in it** can exploit the region's strengths in advanced manufacturing, biotech, and broader research institutions, building on the strength of our universities and supporting innovative businesses to flourish.

# Skills and employment delivery plan 2024/25

	Connecting people and places	Vibrant places	Skills for growth	Green growth	Innovation and enterprise
<b>1.1 We will review and re-commission comprehensive regional approach to L1-L3 adult education system</b> Complete AEB assurance framework, including AEB strategic skills strategy Design AEB commissioning framework Initiate procurement Ensure appropriate team resources in place					
<b>1.2 We will work with partners to create a comprehensive regional skills strategy</b> Establish a skills and employment function in EMCCA Produce an all-ages skills strategy for the region					
<b>1.3 We will establish specific approaches to skill development that support the bold, system interventions</b> Regional skills approaches for nuclear, hydrogen and retrofit industries					
<b>1.4 We will develop all ages career advice</b> Develop all-age strategy, drawing on Youth Hubs and Career Hubs					
<b>1.5 We will develop an approach for future devolution of employment support services</b> Work with DWP and regional partners to establish Universal Support and grow broader capability					
<b>1.6 We will develop a strategy to address health impacts in the labour market</b> Develop an approach to reducing health-related labour market activity					

# Land and housing delivery plan 2024/25

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## 2.1 We will develop a pipeline of housing development

- Phased call for projects for brownfield housing fund
- Phased call for pipeline of housing and regeneration sites
- Approve pipeline of housing and regeneration sites for future investment

## 2.2 We will develop a strategic approach to housing at a regional level

- Develop regional housing strategy

Connecting  
people and  
places



Vibrant places



Skills for  
growth

Green growth



Innovation and  
enterprise

# Decarbonisation and sustainability delivery plan 2024/25

	Connecting people and places	Vibrant places	Skills for growth	Green growth	Innovation and enterprise
<p><b>3.1 We will deliver a Local Area Energy Plan for the region, to identify solutions to inadequate energy infrastructure</b>                      Provide strategic guidance and economically viable decarbonisation path                      Define appropriate decision-making roles                      Support appropriate skills development</p>					
<p><b>3.2 We will develop a strategic approach to low carbon and environmental skills for the region</b>                      Work in partnership with stakeholders to ensure a sufficient curriculum is available alongside sufficient teacher and trainers</p>					
<p><b>3.3 We will establish a strong strategic partnership with the Midlands Net Zero Hub</b>                      Determine the most effective routes to maximise the value of the MNZH for the EMCCA area                      Support the roll out of regionwide retrofit programme</p>					
<p><b>3.4 We will establish a green/blue infrastructure strategy</b>                      Develop all-aa strategy that aligns Local Nature Recovery Strategy work</p>					
<p><b>3.5 We will develop an appropriate regional approach to waste management</b>                      Develop an aligned approach that supports disposal across the EMCCA area</p>					
<p><b>3.6 We will work with central government and other stakeholders to develop flood policies at the appropriate level for the EMCCA area</b>                      Develop policy approaches that align national, regional and local powers and accountabilities</p>					

# Transport delivery plan 2024/25

	Connecting people and places	Vibrant places	Skills for growth	Green growth	Innovation and enterprise
<p><b>4.1 We will develop a new single transport strategy for the region.</b>            A plan to achieve strategic objectives.            Demonstrate strategic transport leadership</p>					
<p><b>4.2 We will devise and build capacity to deliver an ambitious transport investment programme.</b>            A comprehensive and balanced delivery programme.            Compelling case for investment to achieve clear outcomes.            Capacity and capability building at EMCCA and Highway Authorities.</p>					
<p><b>4.3 We will offer active and healthy travel options.</b>            Promote walking and cycling schemes.            Local network of low-cost routes.            Encourage behaviour change and social mobility.</p>					
<p><b>4.4 We will deliver more effective public transport.</b>            Work with bus and rail industry to deliver service improvement and passenger growth.            Targeted bus priority to increase reliability.            Promote flagship rail and bus network investment.</p>					
<p><b>4.5 We will promote innovative transport solutions to decarbonise the transport system.</b>            Make use of digital technology.            Integrated ticketing and passenger information.            Promote personal and shared micro-mobility</p>					
<p><b>4.6 We will work with industry to promote the sustainable movement of goods.</b>            Focus on strategic growth corridors.            Opportunities for local sustainable distribution.</p>					

# Business growth and innovation delivery plan

	Connecting people and places	Vibrant places	Skills for growth	Green growth	Innovation and enterprise
<b>5.1 We will implement the East Midlands Investment Zone (EMIZ)</b> Establish EMIZ Team within EMCCA					
<b>5.2 We will establish a business support system that is fit for purpose for a high productivity, decarbonising ambition</b> Develop region-wide options that build and enhance current production					
<b>5.3 We will design an approach that co-ordinates and enhances the regional approach to inward investment</b> Design and develop regional approach Develop proposals to maximise the value of the region's local government bidding capacity					
<b>5.4 We will develop options to connect the region's digital connectivity 'cold spots'</b> Develop regional connectivity strategy and options appraisal					
<b>5.5. We will develop a strategy to maximise the value of the region's visitor economy</b> Develop regional visitor economy strategy					

Going further



East Midlands  
Combined County  
Authority

# In the medium-term we aim to capitalise on the opportunities to go further

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A vision rooted in inclusive growth requires regional partners to grasp opportunities to look anew at the way we design and run services and, critically, at broader and deeper devolution. To drive fundamental changes to the quality of life for people wherever they live in the EMCCA area, to reform public services so that they are truly ‘wrapped around’ people rather than providing sometimes disconnected support, and to enable services to adapt quickly to changing need, we will need ultimately to combine an even wider range of powers and funding than are currently available to us.

EMCCA will therefore pursue discussions with regional partners and national government about the design of public services and the potential for further devolution in the future. The focus of these discussions will depend on both regional and national policy development, but the areas on which we will focus in the first instance are:



Public Safety



Homelessness



Health



System redesign



# The organisation



# EMCCA will utilise a mixed economy of delivery approaches, matching the objective to the tools best suited for the task in each specific context



# Our operating principles will frame everything EMCCA does

## Collaboration

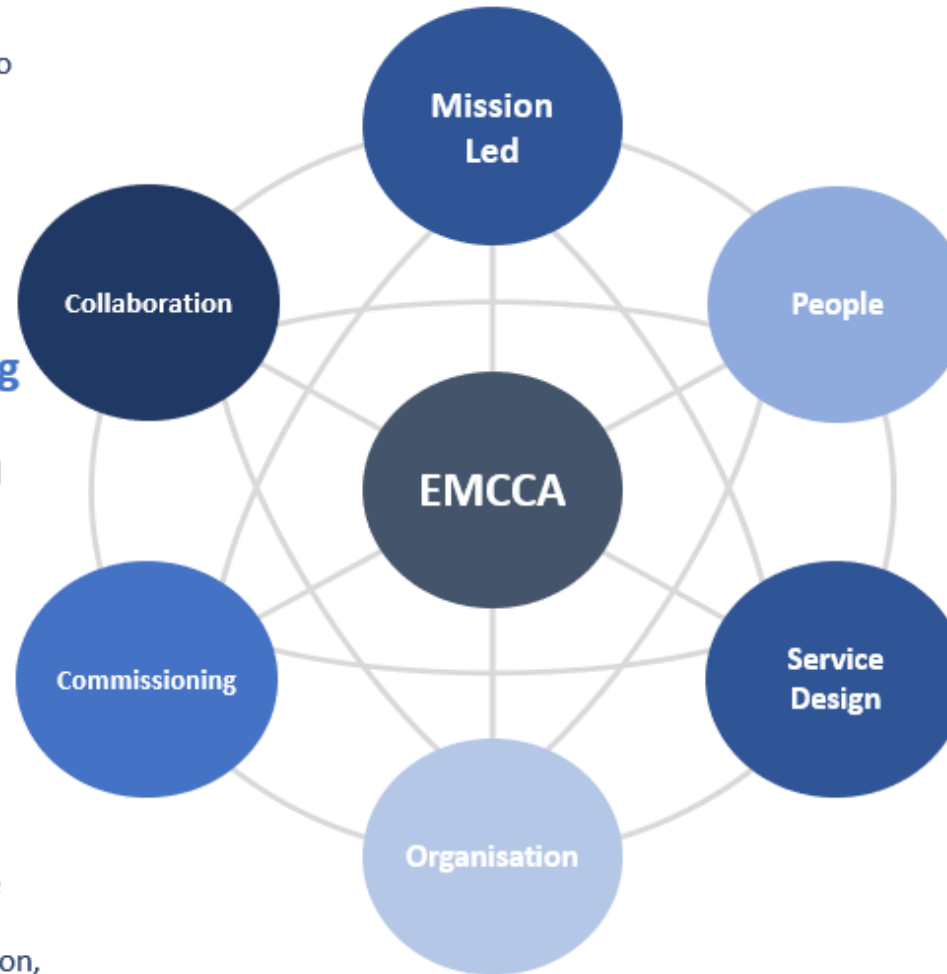
- We will look for **system responses to complex challenges** we face, **collaborating** in everything we do
- We will apply principle of **subsidiarity** to functions better delivered at an existing local level, avoiding duplication
- We will **complement** constituent and partner councils' work, influencing and engaging with partners to ensure cohesion, co-production and engagement

## Commissioning

- We are a **strategic body** overseeing the delivery of strategic priorities and working in partnership to add value
- We will **commission** through a robust strategic framework, co-designed with partners, collaborative by design

## Organisation

- We have **common purpose**, coherence and will become a learning organisation
- We are **fluid, supportive** and make decisions at the right level with **lean processes**
- We will ensure 'Day 1' operating capability is in place and are **able to evolve** as funding increases
- We will occupy physical and virtual spaces in the region, whilst **creating a distinct CCA identity and space**
- We will operate within the available resources and **proactively attract further investment and funding** .



## Mission Led

- We will be driven by our mission to ensure **long-term systemic impact**. Created by and for the benefit of our people, businesses and places in the East Midlands.

## People

- We will be an **employer of choice** and esteem in the region, recruiting for both skill and values
- We will have a **productive, talented and highly motivated** workforce, grounded in **systems thinking and leadership**
- We will be **passionate about development** and growing those early in careers as well as throughout the CCA

## Service Design

- We will be **'right sized'** to effectively discharge our functions
- Decisions made on **delivery will be dependent on the required outcomes**, considering VfM and digital by default
- We will be **inclusive, innovative**, proactively looking for new ways of solving problems and adapting in a changing context
- We will design interventions and functions with clear sight of **regional strategy**, investment and business planning using innovative **data & insight**
- We will **transition LEP** functions - not a lift and shift
- We will **evidence the positive impact** the CCA makes in social, economic and environmental outcomes
- All internal **governance will be enabling and empowering**, with proportionate exposure to risk