

East Midlands Combined County Authority

EMCCA Corporate Plan

2025-26



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Introduction to this corporate plan

Context

The Corporate Plan sets out the collective regional agenda to be delivered in the year ahead. It brings together the ambition and priorities of the Mayor, the EMCCA Board and the work being taken forward by our Portfolio Leads into a single annual delivery plan.

For a new and growing organisation, the plan reflects a choice to prioritise agility whilst minimising delivery risk. The priorities set out here put definition to the impact expected and planned from the material uplift in regional investment flowing through the Combined County Authority in the 2025-26 Budget worth nearly £400m this year.

This plan sets out our firm commitments to where we will focus efforts for delivery so our resources are targeted where they will have the most impact in the region. It also allows for agility to maximise to new or changing opportunities as they develop.

We will work closely with our partners on implementation and review, focusing our efforts on the set of delivery themes set out in the body of the plan, which are:

1. **Regional strategy, investment and devolution**
2. **Business growth and innovation**
3. **Skills and employment**
4. **Net zero transition and climate resilience**
5. **Transport and digital connectivity**
6. **Housing and regeneration**
7. **Spatial development**
8. **Farming and rural affairs**
9. **Platform and partnerships**

Progress on delivery will be kept under regular review by the Board, providing robust oversight and allowing adjustments to be made when needed. EMCCA expects to keep learning as it grows, and to apply that learning in feedback loops as the regional agenda matures.



Foreword: East Midlands Mayor, Claire Ward

I am incredibly proud to be the first Mayor of the East Midlands, and proud to lead EMCCA, an organisation that embodies this region's shared ambition to make this the best region to live, work, and learn in.

The pride I feel is bolstered by a deep sense of duty: this region chose to have a Mayor so that some important issues could be addressed:

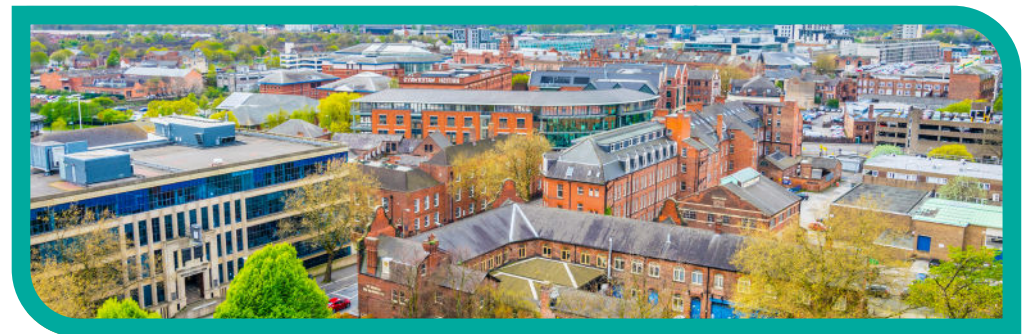


- ❑ People need affordable, secure, and futureproof homes; but potential developments are sitting derelict for too long.
- ❑ The East Midlands lost jobs and important parts of its identity when its coal mines were retired, and coal-fired power stations decommissioned. As the UK economy transitions to net zero, our people, services, businesses, and our industrial assets must benefit from substantial investment so they can shape and benefit from new economic opportunities.
- ❑ People want to live rich, full lives and are being held back by a transport network that does not support their ambitions. This is particularly the case for young people, who can be quite literally cut off from the lives they want to lead.

The power of devolution means that, through EMCCA, we can work together to address these things and more. We can use our funding smartly to speed up the delivery of new homes. We can meet the cleantech moment by repowering our former power stations, creating jobs and prosperity for all. We can use our transport network to improve connections within our region, but also to other regions. And we have already seen devolution in action through the launch of our High Peak Bus Pass Scheme which has enabled well over 30,000 free bus journeys for students.

Inclusion, respect, and reciprocity is at the heart of our agenda and that's why we have progressed our Inclusive Growth Commission and Local Growth Plan to prioritise our investment and deliver prosperity across our region. The Mayor's Transport Plan is another important component: it will define our vision, ensuring that the substantial investments already made through the City Region Sustainable Transport Settlement funding (CRSTS) will connect people to opportunity, release the potential for major developments and support an ambitious climate change agenda.

It has never been more important to get this right, but we are a strong partnership building strong foundations for future prosperity. This plan gives me confidence in everything we will do together.



Foreword: Chief Executive, Amy Harhoff

As the first permanent Chief Executive of EMCCA, I am delighted to introduce our Corporate Plan for 2025-26. This plan continues to build on the exceptional performance of the last year to establish one of the largest and newest Combined Authorities in the country. We have launched our Strategic and Investment Framework built around our focused agenda of Inclusive Growth. This is important because these plans support the growing maturity of our organisation and define the principles that we will invest inclusively for growth.



We have secured a number of important achievements:

- ❑ Over £120m of additional investment for the region that we would not have received if EMCCA did not exist.
- ❑ The establishment of our region's first Investment Zone – a £160m programme to attract new investment and create jobs and growth. This will benefit the entire region but have specific zones for growth in Bassetlaw, Chesterfield and Derby.
- ❑ Launched our Brownfield Housing Fund of £16.8m which will bring forward over 1,400 new homes.
- ❑ £200 million of transport investment to create better connections between cities, towns and rural areas, of which £41m will go towards the Bus Service Improvement Plan (BSIP) to deliver network enhancements.

¹ English Devolution White Paper - GOV.UK

The Corporate Plan for 2025-26 builds on success by bringing together the strategic priorities of our Mayor and Board into a clear plan for what we will deliver with our partners in the year ahead, and into the future. It is a testament to our collective ambition and commitment to delivering outcomes for our communities.

This plan sets out our commitment to delivering significant improvements across the East Midlands, enhancing our infrastructure, boosting economic growth, and supporting vibrant, sustainable communities. By focusing on key areas such as skills, transport, housing, environmental sustainability, and considering the major opportunities for public service reform, as set out in the government English Devolution White Paper¹, we are laying the groundwork for a prosperous and inclusive future.

Our approach is built on collaboration, innovation, and a relentless focus on impact. We will continue to work closely with our public and private sector partners, and communities to ensure a One EMCAA approach.

Our EMCCA values [**We lift our region; We work together; We make an impact; We are human**] shape every decision we make and how we work together to create a thriving East Midlands. Together with our partners, and guided by our values, we will build a brighter future for the East Midlands.



About the East Midlands area

The East Midlands is a vibrant and diverse area, with a rich industrial heritage and a modern business base aligned to the government's industrial strategy priorities. We are home to thriving cities, and a strong blend of market towns, employment hubs and rural communities. Our natural assets, including the Peak District National Park and Sherwood Forest, contribute to both the economy and our quality of life. Our growing economy continues to drive innovation and opportunity across the region.

With a population approaching 2.3 million and a geography covering nearly 5,000 square kilometres, the region offers a unique balance of

urban innovation and rural. Our cities, Derby and Nottingham, serve as economic and cultural hubs, while market towns and rural areas play a crucial role in the wider regional economy, place-based regeneration and quality of life.

The establishment of EMCCA created from the East Midlands Devolution Deal² was a key moment, providing new powers and funding to enable the area to release its potential by delivering inclusive growth. Having a Mayoral-led authority, gives our region access to a national and global platform to promote our region.

Key features of our region



Cities, towns and communities

A polycentric region with key urban centres, Nottingham and Derby, and a diverse range of market towns and rural communities across Derbyshire and Nottinghamshire.



Industries

Home to giants of industry including Toyota Manufacturing UK, Rolls-Royce, Alstom, and Boots, with strengths in aerospace, rail, life sciences, energy, and transport.



Employment sites

A strong network of business parks, industrial hubs and enterprise zones supporting high-skilled jobs and economic growth.



Universities and Higher Education

Home to 3 world-class universities renowned for world-class research, innovation and industry collaboration, and 7 higher education colleges.

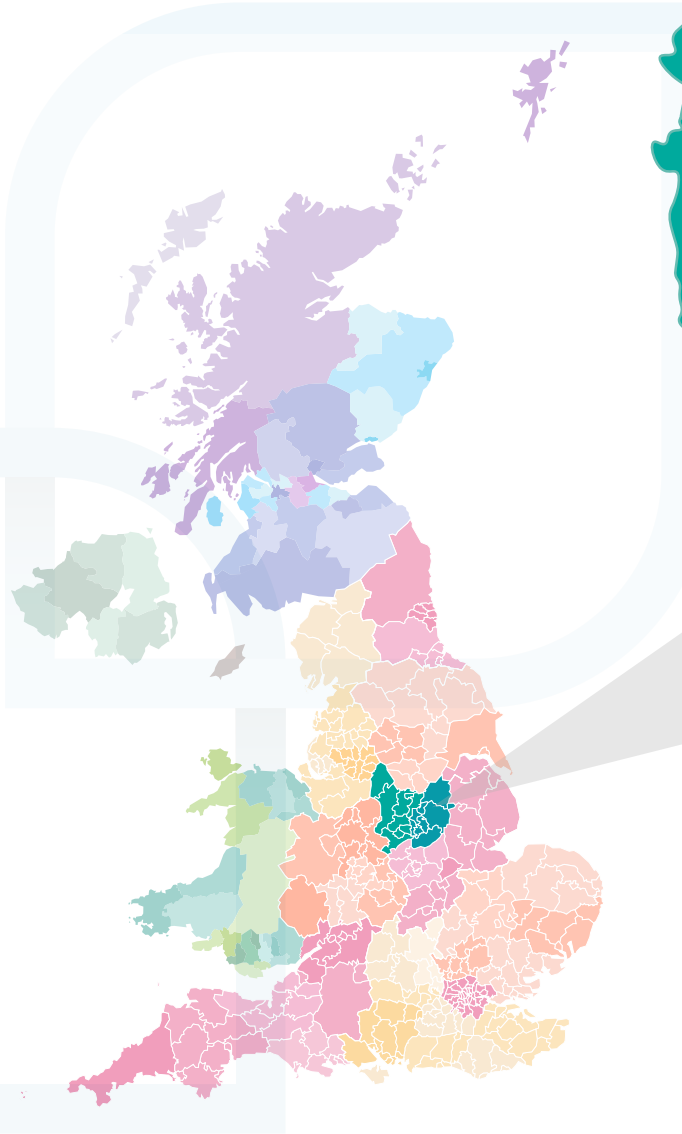


Culture, Visitors and Sport

The Peak District National Park and Sherwood Forest, our sports teams, and heritage sites support tourism, recreation and environmental sustainability.

² East Midlands devolution deal - GOV.UK

One of the most connected CA areas



Challenges and opportunities



Population and economy

EMCCA has 2.3m residents³ and a Gross Value Added (GVA) of over £50.5b⁴

reflecting the total value of goods and services produced in the region.



Health

Some areas have high levels of poverty. Healthy life expectancy is short, with people in Nottingham living on average 15 years less than in other parts of England⁵.



Social mobility

13 out of 17 local authority areas are 'social mobility cold spots'⁶, meaning there are fewer opportunities in education and employment.



Deprivation

In 2019, about 226,600 people in EMCCA lived in the most deprived 10% of areas in England⁷.



Productivity

Productivity is below the UK average, needing a 14.6% increase to close the gap⁸. Public spending per person has been historically low.



Education

Educational attainment varies, with some of the worst-performing areas in England.



Businesses and jobs

There are 79,000 businesses⁹ providing close to 1,000,000 jobs¹⁰.



Key sectors

Important sectors include advanced manufacturing, engineering, clean energy, logistics, creative and digital, health and pharmaceuticals, health and education, and wholesale and retail trade.



Housing and Homelessness

40% of households in temporary accommodation are living in bed and breakfast hotels or hostels. EMCCA is the 5th highest combined authority in regards to total number of households assessed as homeless.

3 2023 estimates for England & Wales; revised 2012 to 2022 estimates for United Kingdom Released on Nomis: Mid-year Population Estimates, 2023, ONS (Nomis) © Crown Copyright

4 Regional Gross Value Added (Balanced) per head and Income Components, 2020, ONS © Crown Copyright

5 Health State Life Expectancy All Ages UK, 2018-2020, ONS, © Crown Copyright

6 State of the Nation, 2017, Social Mobility in Great Britain, Social Mobility Commission

7 Census 2021, Office for National Statistics (ONS) and English Indices of Deprivation

8 Regional Gross Value Added (Balanced) per head and Income Components, 2020, ONS © Crown Copyright

9 UK Business Counts, 2022, ONS (Nomis), © Crown Copyright

10 Business Register and Employment Survey (employment measure), 2021, ONS (Nomis) © Crown Copyright

Our purpose and vision

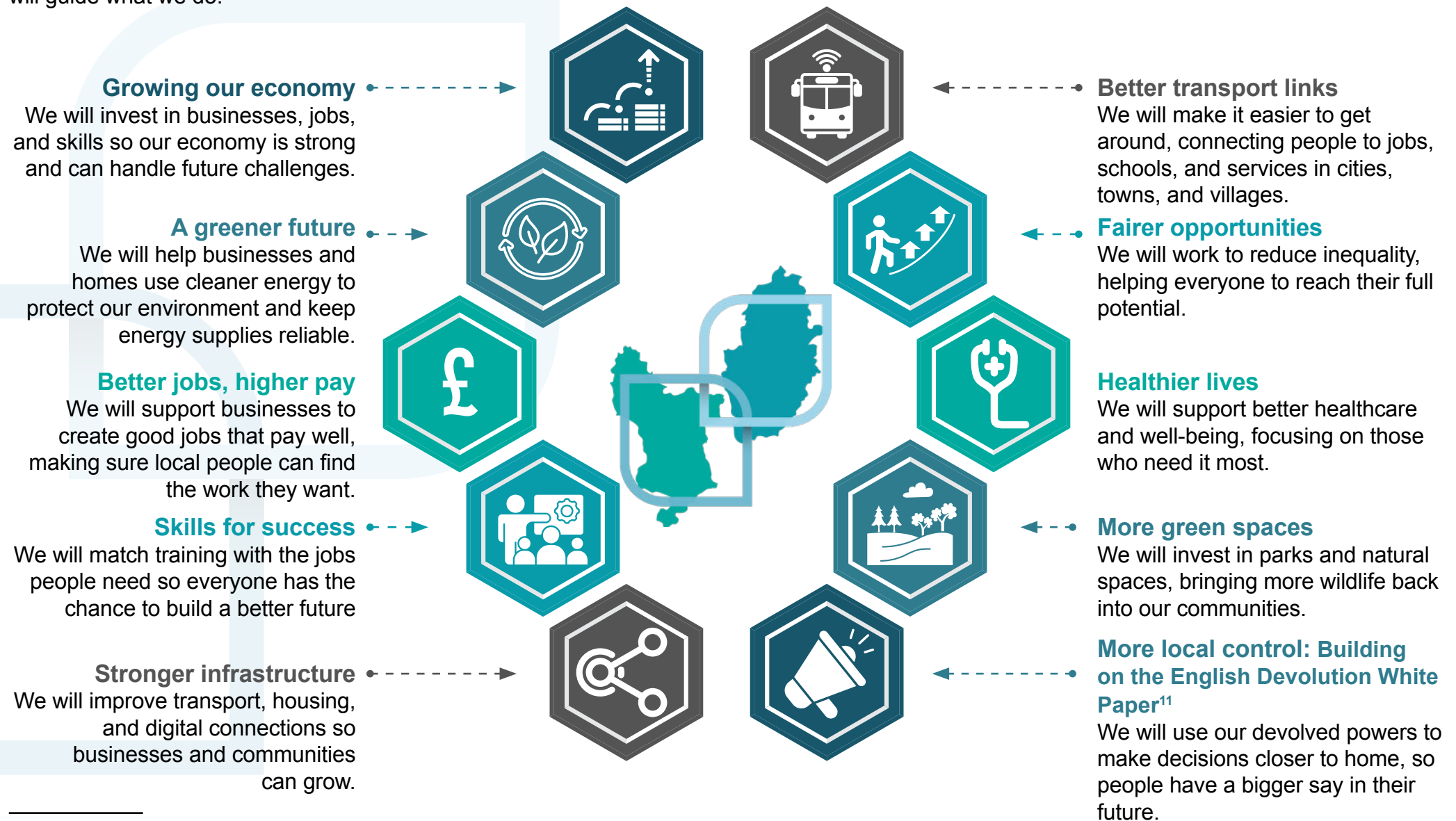
EMCCA is driven by the purpose established by our Board, to ensure long-term systemic impact created by and for the benefit of our residents, businesses and communities. This purpose is built on the foundation of systems leadership and partnership working.

By bringing decision-making closer to our region, we aim to deliver the vision for a region that is more prosperous, sustainable and fairer, helping our businesses to create and seize new opportunities.



Our objectives for inclusive growth

We want the East Midlands area to be the best place to live, work, and learn. To make this happen, we have ten objectives for inclusive growth that will guide what we do:



11 English Devolution White Paper - GOV.UK

Our delivery priorities



Regional strategy, investment and devolution

The creation of a new authority provides an opportunity to set out a fresh vision, investment and actions for the future of the region. A significant increase in the investment budget in this year gives us the means to start to give effect to that vision, marking a turning point from historic underinvestment in our place.



This year we will:

- ❑ Respond to the conclusions of the Inclusive Growth Commission with a clear plan for action over the long-term.
- ❑ Publish our first Local Growth Plan for the economy and position the East Midlands as central to the national growth mission.
- ❑ Work in partnership with national government to bring forward deeper devolution to the region, including plans to secure “established” status and have funding conferred by Integrated Settlement, as soon as possible.
- ❑ Work with partners across the region to publish a prospectus for Public Service Reform, including how the new authority will work with partners in the health and care system.
- ❑ Work with health colleagues to develop a ‘health in all policies’ approach to improve health outcomes and reduce inequalities.
- ❑ Convert the strategy developed to create a robust investment framework and strong pipeline of investable propositions that will leverage in private sector investment.
- ❑ Adopt a Single Assurance Framework approach for all investment funding flowing through the authority.





Business growth and innovation

EMCCA is working closely with businesses, universities, investors and communities to grow our economy, create jobs and bring in new investment to the region. By investing in our people, places and businesses, we aim to ensure we can provide the best opportunities for the region to grow economically, inclusively and sustainably.



This year we will:

- ❑ Develop the region's first East Midlands Investment Zone, a £140m programme aimed at driving new investment and growing our green industry and advanced manufacturing sectors, utilising £22m of funding to foster growth in these priority areas.
- ❑ Co-develop a clear narrative around our key assets in the area to attract greater levels of Foreign Direct Investment and market our opportunities for development on the global stage.
- ❑ Establish an action plan through the Innovation Advisory Board to drive innovation in key sectors across the region.
- ❑ Work with our visitor economy sector to create our first region-wide destination plan to attract more visitors and create more jobs in the region, realising the Mayor's vision for Visit East Midlands.
- ❑ Bring forward a new coherent model for business support, working with businesses and our Business Advisory Board to co-develop.
- ❑ Work with our Local Authority Partners to deliver over £29m of UKSPF funding assist business growth across the EMCCA area.
- ❑ Support communities and businesses with region-wide investment from the UK Shared Prosperity Fund and other funding sources.



Skills and employment

Our region is one of huge talent and creativity, but it also faces significant challenges around skills development and economic inactivity. The new authority is committed to addressing these challenges by investing in education, training, and employment initiatives that will enable our residents to secure and progress in the jobs of today and tomorrow. Our goal is to create a thriving, inclusive economy where everyone has the opportunity to succeed.



This year we will:

- ❑ Co-develop with partners a vision and plan for a region-wide skills and employment offer, bringing together employment, skills, and health to drive inclusive growth and reduce poverty.
- ❑ Complete the devolution of funding for adult skills programmes to the region, thereby implementing a key stage of the published Strategic Skills Plan.
- ❑ Develop and launch the new Connect to Work employability programme to help disabled people, those with health conditions and people with complex barriers to employment, to find sustainable work. This includes bringing work and skills audits into GP surgeries.
- ❑ Build a compelling offer for employers, including through a Good Employment Charter, to enable them to attract talent and improve the quality of jobs for local people.
- ❑ Launch and secure funding for the Youth Guarantee, including the £5m trailblazer proposal.
- ❑ Continue to develop the Careers Hub to extend careers advice and support from age 3 to adulthood.
- ❑ Establish a strong voice for young people in our decision making, including building out the Youth Committee and its agenda.





Net zero transition and climate resilience

The East Midlands, once the heart of the Industrial Revolution, is now leading a new, greener era. While past economic progress has caused environmental harm, we now have the chance to reverse this and build resilience to climate change. By putting the green industrial revolution at the heart of our inclusive growth agenda, we can create a sustainable economy that works with nature, helping both people and the environment thrive.



This year we will:

- ❑ **Develop a strategic vision and investment plan for clean energy across the EMCCA region.**
- ❑ **Support investment in green industry, energy efficiency and low-carbon energy generation, focusing on the unique opportunity that is our network of former coal-fired power stations, retrofitting our housing and industry, and community energy.**
- ❑ **Exploit EMCCA's leading position in fusion, advanced nuclear and hydrogen industries to position the region as a leader in green growth, engaging with national policymakers and strategic partners like Midlands Nuclear, the Fusion Skills Collaborative and East Midlands Hydrogen.**
- ❑ **Establish a Nature and Biodiversity Taskforce to set investment priorities for the natural environment.**



Transport and digital connectivity

Strong transport and digital connectivity are the backbone of a thriving economy, linking communities, businesses and services while opening doors to jobs, education and innovation. As the region's Transport Authority, we are empowered to lead the transformation of our transport systems and influence government investment decisions. By improving our transport and digital networks, we will reduce inequalities, boost economic growth and ensure that every part of our region – whether urban, rural or remote – can stay connected and compete in a fast-changing world.



This year we will:

- ❑ Steer multi-million pounds of funding into improving and maintaining our roads, so our Highway Authorities can fix more potholes and build greater resilience into the highway network.
- ❑ Continue to work with government to pursue opportunities for Great British Railways in Derby, providing a major relocation of civil service roles to the region.
- ❑ Engage with our public and stakeholders in developing the region's first single Local Transport Plan, setting a clear vision for how transport will deliver inclusive growth by enabling people to get around more sustainably and businesses to operate efficiently.
- ❑ Take on responsibility for overseeing buses in the region, building effective and innovative partnerships with our bus operators to increase services and routes, improve passenger information and responsiveness, and introduce integrated ticketing with cheaper fares for our young people to get access to education and work.
- ❑ Promote active travel, through our new Sustainable Travel Ambassador, to get more people walking and cycling, for a healthy and more sustainable lifestyle.
- ❑ Work with our stakeholders to deliver hundreds more EV charging points across the region.
- ❑ Collaborate with digital service providers to improve digital connectivity, especially in the 'dark' areas of the region where people remain excluded from opportunities to learn and work flexibly.



Housing and regeneration

EMCCA will work to deliver the homes our region needs by collaborating with local developers and housing providers to create well-designed, energy-efficient and affordable homes that support thriving communities, and meet the needs of residents now and in the future. By making the best use of our region's assets, including regenerating redundant land and buildings, we will help unlock new opportunities for growth while preserving the character of our towns and cities.



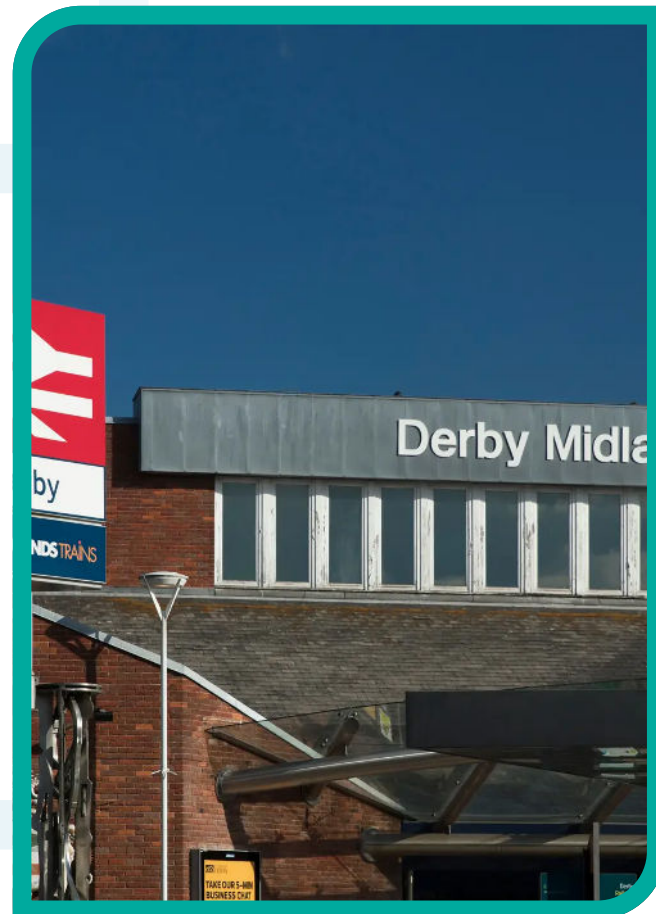
This year we will:

- ❑ Invest £16.8m from the Brownfield Housing Funding to support the building of up to 1,400 homes on previously developed land, turning unused sites into vibrant communities.
- ❑ Enter into a strategic place partnership with Homes England that will combine our resources and expertise to help deliver key regeneration schemes such as Broad Marsh and Infinity Garden Village, ensuring a coordinated and ambitious approach to unlocking opportunities.
- ❑ Unlock new opportunities for housing and regeneration around key railway stations, helping to create well-connected, thriving urban areas.
- ❑ Develop a Regional Action Plan to improve building safety for high-rise apartment blocks, ensuring residents have safe and secure homes.
- ❑ Shape housing policies to support those who need them most, including veterans and vulnerable groups, to ensure everyone has access to a stable home.
- ❑ Create a regional housing strategy, aligned to our spatial strategy, that drives sustainable development, meets local needs and helps communities grow.
- ❑ Establish a Homelessness Taskforce to work with local authorities, charities, and community organisations to strategically prevent and eliminate homelessness in all that we do.



Creating thriving places

We will bring together the region's key growth and regeneration projects under a single, ambitious strategy to drive economic development and create thriving places. By setting clear priorities for land use, infrastructure and investment, we will unlock opportunities that support communities, businesses and the environment.



This year we will:

- ❑ Set out a clear vision and guiding principles for the region's first Spatial Development Strategy, making sure growth is well-planned and balanced.
- ❑ Invest in key sites, improving transport, energy, housing, nature, and healthcare to unlock their full potential.
- ❑ Develop ambitious growth plans for the area between Derby and Nottingham, supporting major redevelopment projects like Broad Marsh, Derby Northern Quarter, Ratcliffe, and Infinity Garden Community, and working with East Midlands Freeport to create more opportunities.
- ❑ Focus on clean energy innovation with STEP Fusion and begin turning three former power stations in North Nottinghamshire into new economic hubs.
- ❑ Push forward plans to regenerate the area between Chesterfield and Staveley and other key sites in the northern growth area, including Worksop.
- ❑ Connect different local projects so that every community benefits from investment and new opportunities.



Farming and rural affairs

We will maximise the benefits of our polycentric geography by ensuring we have a focus on the issues that are specific to our farming and rural communities. We will develop a programme of work that feeds into and draws from all of EMCCA's priorities and applies them to a rural setting.

This year we will:

- ❑ **Develop a programme of work to unlock the potential of community energy, catalysing investment in renewables, green energy innovation, and community approaches.**
- ❑ **Examine the potential to promote micro-generation and energy independence for farmers and small businesses.**
- ❑ **Ensure that EMCCA's work on retrofitting housing and existing businesses has particular benefit to rural communities.**
- ❑ **Convene relevant partners to enable us to take a region-wide view of flood prevention.**



Platform and partnerships

As a new and growing organisation, significant progress has been made to establish strong foundations for our platform and partnerships – on which to build for the future. We will continue to develop the organisation so that it can work for the region and deliver on our priorities. Our values are evident in all that we do, and are incorporated into how we recruit, our policies and our general ways of working.

This year we will:

- ❑ Continue to ensure that we develop talent and recruit the capacity and capability to drive forward our plans, including graduate and apprenticeship offers.
- ❑ Develop the integrated transport authority, so that we can enable strong co-ordination between partners, unlock further investment opportunities and deliver a seamless, future-ready transport network.
- ❑ Design and implement our Digital Strategy and roadmap to build on innovative technologies.
- ❑ Choose our new headquarters to provide a great working environment for our colleagues and collaborative spaces for our partners.
- ❑ Support the partnership to prioritise and innovate collaboratively through a comprehensive development offer.
- ❑ Continue to build capability, positively grow our culture, and strengthen our leadership.



EMCCA's role and how we work

As a strategic Authority, we exist to enable the East Midlands area, bringing together partners, securing investment and shaping policies that drive economic growth, reduce inequalities and create opportunities for all. Led by the region's first directly elected mayor, we work across government, business and communities to unlock potential and deliver lasting change.

We believe in doing things differently – collaborating, innovating and finding solutions that work for our region. The “East Midlands Way” means bringing together local leaders, businesses and communities to tackle shared challenges and seize new opportunities. By working in partnership, we can shape policies, attract investment and ensure that decisions are made with the needs of our people and places in mind.

We play a strategic role in key areas such as transport, housing, skills and economic development, using our devolved powers to make a real difference. Our job is to:

- ❑ Lead regional policy development, ensuring our plans reflect local priorities and drive long-term prosperity.
- ❑ Attract and manage investment, securing funding and directing resources where they will have the greatest impact.
- ❑ Advocate for the East Midlands, making sure our region's voice is heard in national debates and policy decisions.
- ❑ Support inclusive and sustainable growth, helping to create opportunities that benefit all communities, from cities to rural areas.

How we will deliver for the region

Our delivery model is centred on collaboration, innovation, and accountability. We are committed to driving systemic change and providing strong systems leadership to achieve our goals. Our approach involves working closely with the four constituent councils, 15 district and borough councils as non-constituent members, and a wide range of other public, voluntary, and private sector partners to deliver meaningful and lasting improvements for the East Midlands.



Systems leadership

Systems leadership is about working collaboratively across different sectors to drive large-scale change and address complex challenges. By fostering collaboration and coordination across different sectors and levels of government, we aim to create a cohesive and integrated approach to regional development. This involves:



Building partnerships: We will work with local councils, businesses, community organisations, and other stakeholders to align our efforts and leverage collective resources.



Driving innovation: We will encourage innovative solutions and practices that can transform our region, from green energy initiatives to advanced manufacturing and digital connectivity.



Ensuring inclusivity: We are committed to inclusive growth, ensuring that all communities benefit from our initiatives and that no one is left behind.



Promoting sustainability: We will prioritise sustainable development, balancing economic growth with environmental stewardship to create a resilient and thriving region.



Systemic governance: We will integrate various systems and stakeholders to create a cohesive and unified governance framework, ensuring our decision-making processes are effective, transparent and aligned with our strategic objectives.



Accountability: We will maintain robust arrangements for effective delivery, risk management and financial oversight, ensuring that public money is used responsibly and that we remain accountable to our stakeholders.

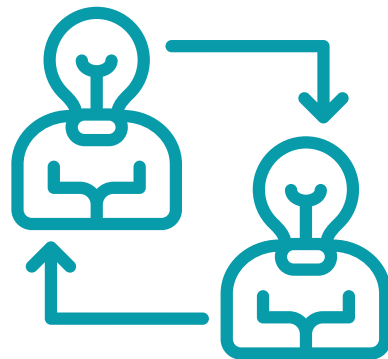
Collaborative approach

Our collaborative approach ensures that we can effectively deliver on our commitments. By engaging with our partners, stakeholders and surrounding combined authorities, we can:



Align objectives

Ensure that our goals and strategies are aligned with the needs and aspirations of the region.



Share knowledge

Facilitate the exchange of ideas and best practices to enhance our collective impact and drive innovation.



Coordinate efforts

Streamline our activities to avoid duplication and maximise efficiency.



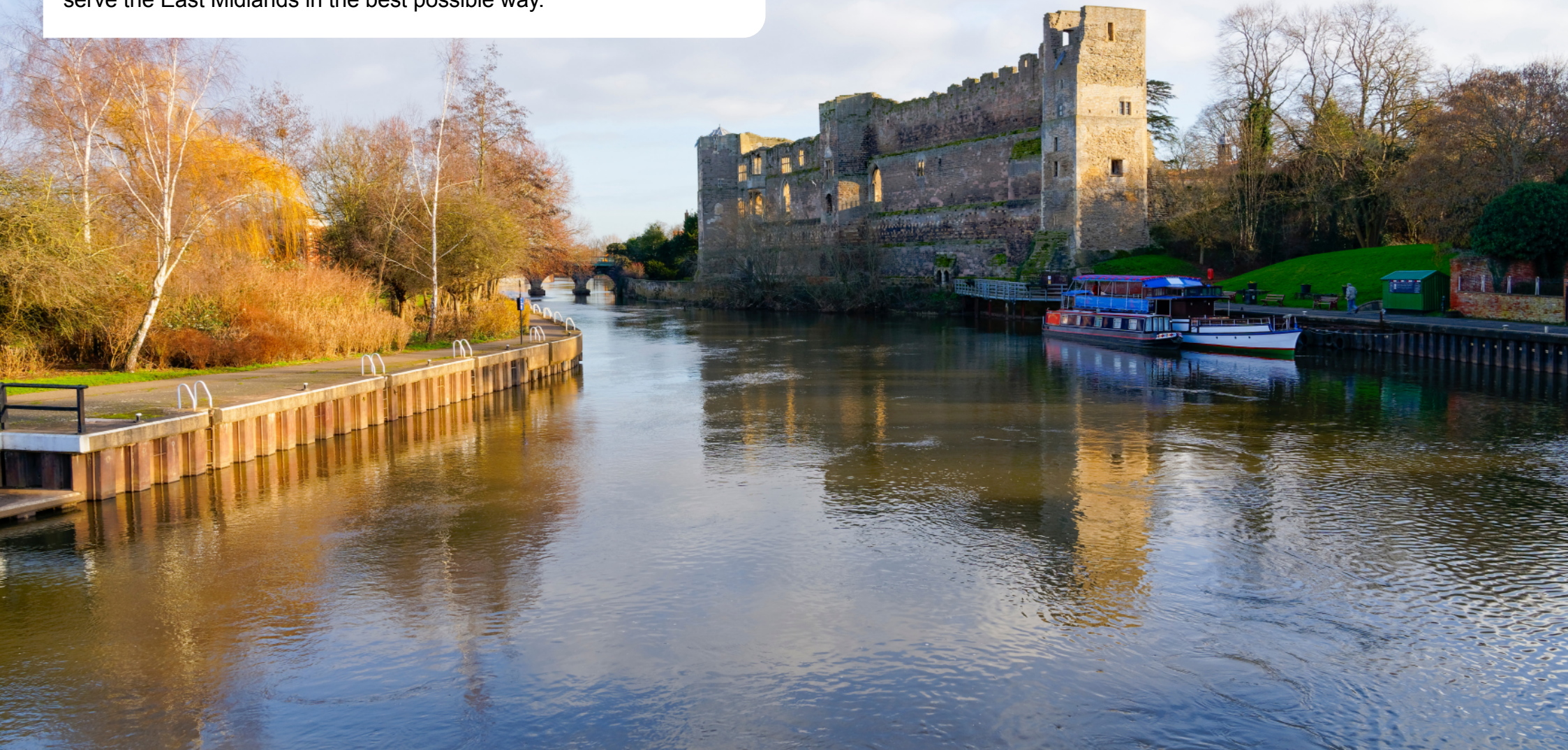
Monitor progress

Track our progress and adjust our strategies as needed to achieve the best outcomes.

By embracing systems leadership and fostering strong partnerships, EMCCA is dedicated to creating a prosperous, sustainable, and inclusive East Midlands.

Accountability and impact

We are committed to transparency, strong decision-making, and delivering real results. We work closely with our local authorities, businesses, and communities to ensure that our plans are ambitious, effective, and responsive to local needs. Our approach evolves as we learn, adapt, and refine our ways of working, ensuring we continue to serve the East Midlands in the best possible way.



Measuring performance and impact

At EMCCA, we are committed to achieving our objectives and making a tangible impact in the East Midlands. To ensure we stay on track and deliver on our promises, we have established clear objectives which will be underpinned by a robust outcomes-measurement framework.

Measuring our impact

We are still developing our outcomes measurement framework, guided by the **Inclusive Growth Commission's recommendations**. This framework will ensure accountability for both our actions and their impacts, benefiting everyone in the region. While we work on this, we will engage with partners and track short-term outputs and outcomes, capturing necessary data to align with our future framework. In the meantime, we will measure our progress by:



Regular reporting

We will provide regular updates on our progress through quarterly and annual reports, ensuring transparency and accountability.



Stakeholder feedback

We will engage with our stakeholders, including councils, businesses, and communities, to gather feedback and assess the effectiveness of our initiatives.



Impact assessments

We will conduct thorough impact assessments to evaluate the long-term benefits of our projects and initiatives, ensuring they deliver meaningful outcomes.



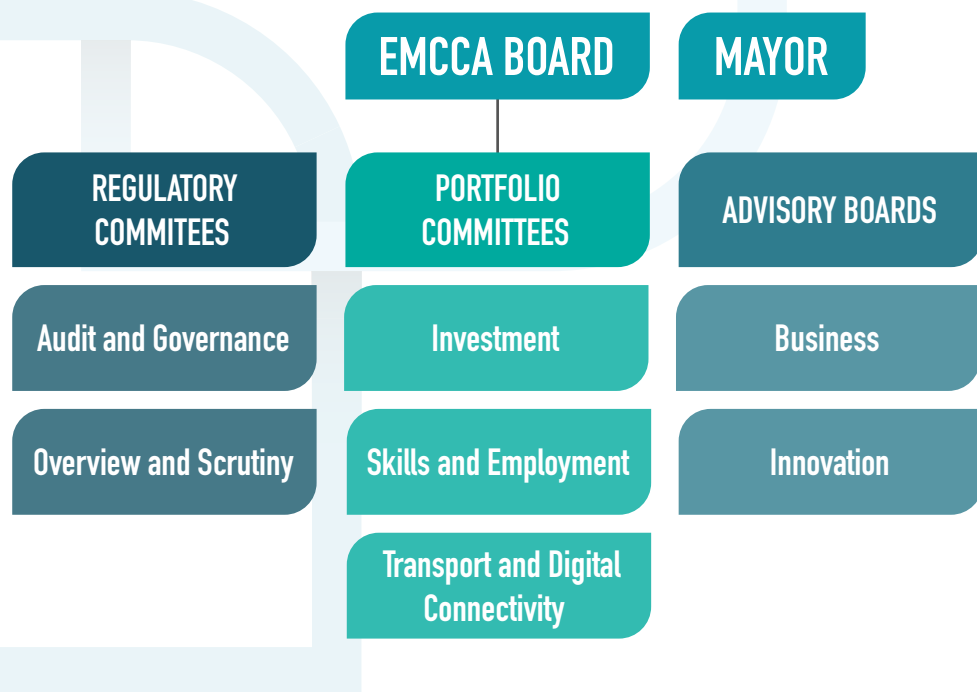
Continuous improvement

We will use the data and insights gathered to continuously refine and improve our strategies, ensuring we remain responsive to the needs of the region.

Our governance

At EMCCA, we are committed to good governance and accountability in everything we do, which is central to achieving our goals. We make sure our decisions are effective, fair, and open to challenge, always aiming to benefit our region and meet our goals.

We have strong systems in place to ensure effective delivery, manage risks, and handle finances properly. These systems are detailed in the Constitution and our Assurance Framework, which guide how we use the money given to us by the government. This year we will launch our Single Assurance Framework to make these systems even more transparent, efficient and accountable.



The Combined County Authority is democratically governed by the East Midlands Mayor and the Board. The Mayor also assigns Portfolio Lead responsibilities to Board members, ensuring focused leadership in key areas.

EMCCA Board. The Board is the main leadership and decision-making body, bringing together the Mayor and leaders from our constituent councils to drive the region’s strategic priorities. It oversees key decisions on strategies, budgets and investment, ensuring they deliver real benefits for communities and businesses. Collaboration is at the heart of how we work.

Regulatory Committees. We have dedicated committees responsible for ensuring robust governance, effective resource management, and successful policy implementation. They also play a key role in upholding high standards of conduct within the organisation, as well as reviewing key decisions, assessing their impact, and making recommendations to improve outcomes for the region.

Portfolio (Thematic) Committees. Our work is supported by several portfolio committees, each led by a designated portfolio lead. They play a regional role in shaping strategic direction across key areas. Their aim is to develop strategies, policies and investment proposals that align with the overall vision for the region.

Advisory Boards. We engage with two Advisory Boards that bring expertise from different sectors to inform our work. They provide strategic business advice on economic growth, skills, transport, employment, housing, and future devolution opportunities, as well as guidance on fostering innovation and drive progress across the region.

Our Board and portfolios

The leaders and representatives on the Board work together with the Mayor for the good of the region. Portfolio Leads (and Deputies) have assigned responsibilities for areas of the collective agenda that are embedded within the delivery themes set out in this Corporate Plan.



Mayor of the East Midlands Claire Ward

Chair of the EMCCA Board



Councillor Nadine Peatfield

Deputy Mayor



Councillor Barry Lewis

Portfolio Lead Farming and Rural Affairs



Councillor Neghat Khan

Portfolio Lead Investment



Councillor Sam Smith

Portfolio Lead Transport and Digital Connectivity



Councillor Paul Hezelgrave

Portfolio Lead Skills and Employment



Councillor Ethan Radford



Councillor Simon Spencer

Deputy Portfolio Lead Investment



Councillor Bruce Laughton



**Councillor
Patricia Gilby**



**Councillor
Anthony McKeown**
Deputy Portfolio
Lead Transport and
Digital Connectivity



**Councillor
Paul Peacock**
Deputy Portfolio
Lead Farming and
Rural Affairs



**Councillor
Milan Radulovic**
Deputy Portfolio
Lead Skills and
Employment



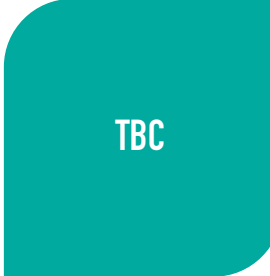
David Williams
Associate Business
Representative



Chris Jenkinson
Associate
Trade Union
Representative



**Professor
Kath Mitchell**
Associate Higher
and Further
Education
Representative



TBC
Associate VCSE
Representative

Our people, culture and values

Our people

At EMCCA, our people are our greatest asset. We are a diverse team of dedicated professionals committed to making a positive impact in the East Midlands. Our team members bring a wealth of experience, knowledge, and passion to their roles, working collaboratively to achieve our shared goals. We believe in continuous learning and development, ensuring that our staff have the skills and opportunities to grow and succeed.

Our culture

Our culture is built on collaboration, innovation, and respect. We foster an inclusive environment where every voice is heard and valued. By encouraging open communication and teamwork, we create a supportive atmosphere that drives creativity and excellence. Our commitment to work-life balance and employee well-being ensures that our team can thrive both personally and professionally.

Our values

At EMCCA, our values shape every decision we make and guide how we work together to create a thriving East Midlands.



We lift our REGION

We always put the **long-term prosperity** of the East Midlands region and its **people first** when carrying our roles and achieving **strategic outcomes**.



We make an IMPACT

We always make decisions that are **evidence-led** and which **strengthen our region systemically**. We hold ourselves to **account for our actions**.



We are HUMAN

We always take **pride in who we are** and the diversity we bring, communicating authentically and showing **genuine interest in one another**.



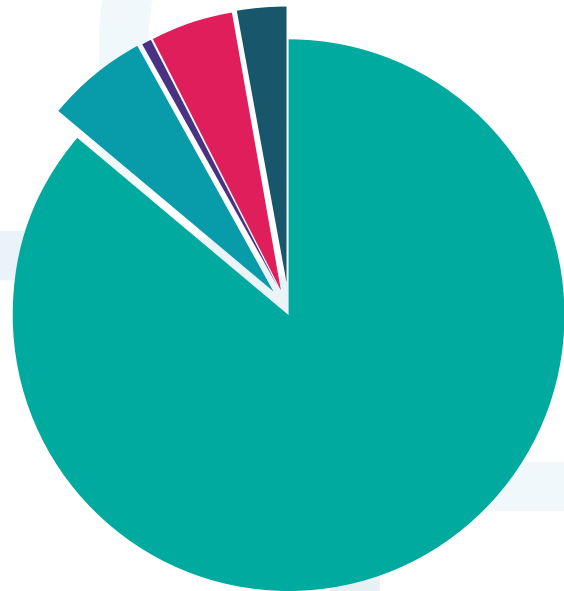
We work TOGETHER

We always **challenge each other** to be exceptional, **embracing collaboration** and **acting to lift** rather than win, working as **one team**.

Our resources

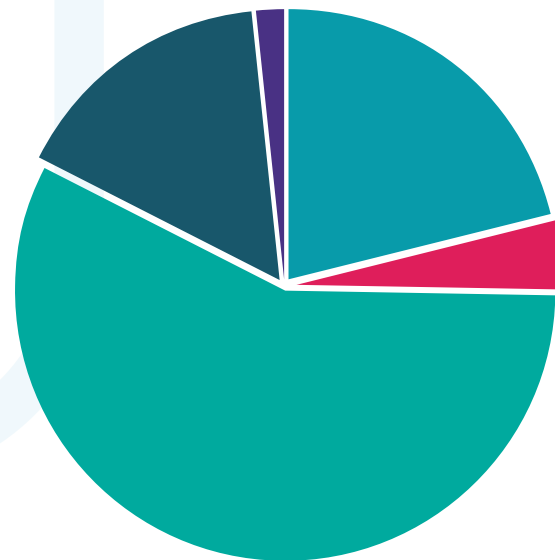
Our resources are focused on investing across our delivery priorities set out in this Corporate Plan. We maintain an operating budget to enable the delivery of services and support the proposed investment programme which this year is more than £300m for the first time in 2025-26.

Draft income 25-26



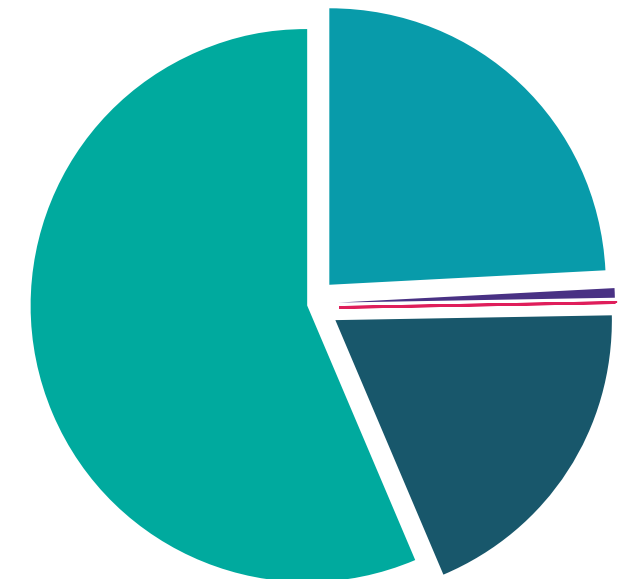
● Government Grants	£335.5m
● Reimbursements	£22.6m
● Bank Interest	£2.1m
● Investment	£19.0m
● Reserves	£10.0m
Total draft income 25-26	£389.3m

Draft investment budget 25-26



● Economic Growth	£72.4m
● Housing	£13.5m
● Transport	£195.1m
● Skills and Employment	£53.7m
● Other	£4.8m
Total draft investment budget 25-26	£339.5m

Draft expenditure budget 25-26



● Employees	£12.1m
● Premises	£0.3m
● Travel	£0.05m
● Supplies and Services	£9.3m
● Third Party Payments	£28.1m
Total draft expenditure budget 25-26	£49.8m

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