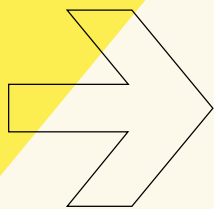


**E→ST  
MIDL→NDS  
FREEPORT**

# **INVESTMENT STRATEGY→**



**DEPLOYING  
INVESTMENT  
TO UNLOCK THE  
POTENTIAL OF  
OUR REGION**

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# 1. INTRODUCTION

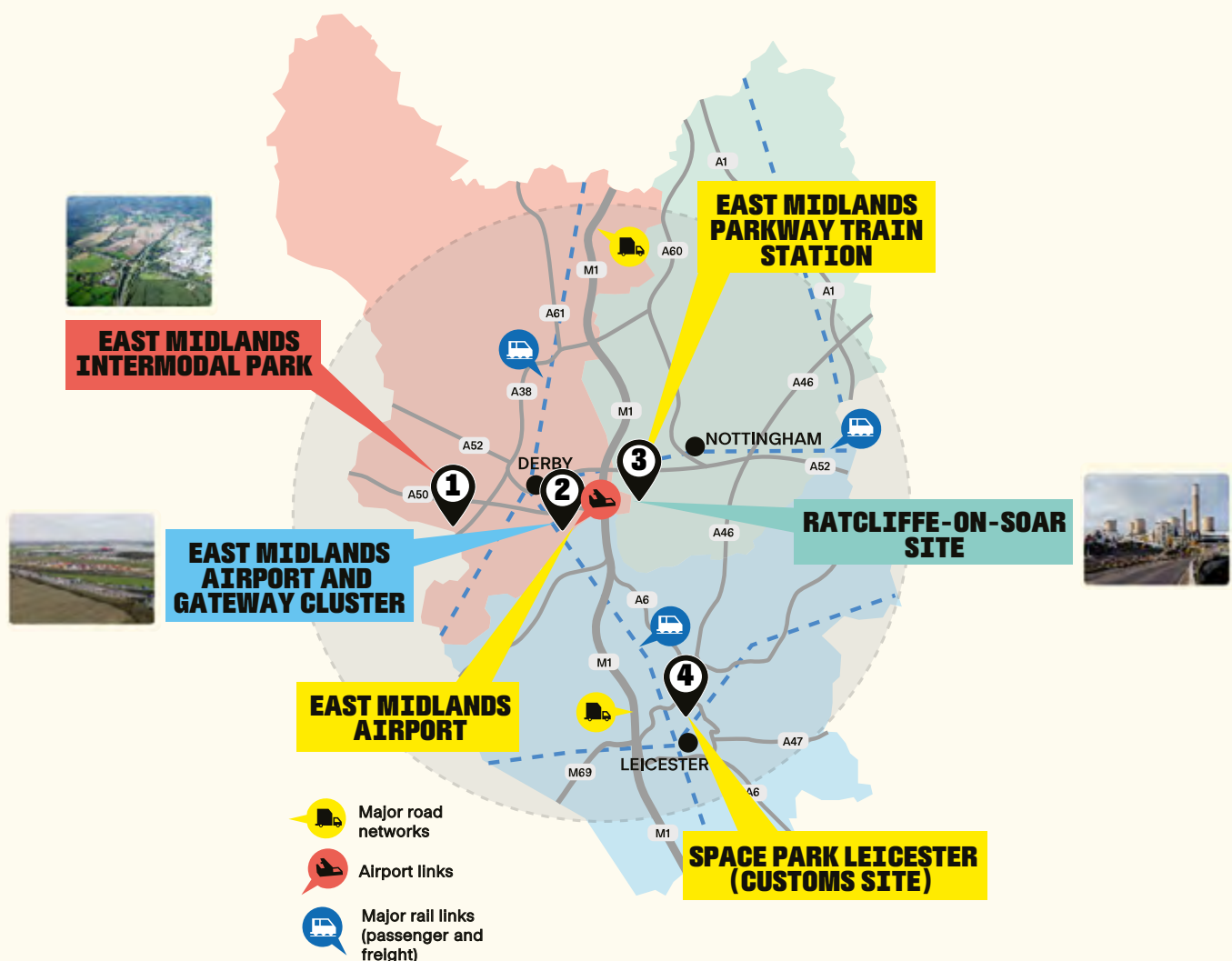
## 1.1 East Midlands Freeport: Vision and Objectives

East Midlands Freeport's (EMF) vision is to create a world-leading, low carbon advanced manufacturing and logistics hub located in the heart of England, with unrivalled connectivity by rail, road and air.

Our mission is to create 28,000 additional jobs, help grow the East Midlands economy by £9 billion, and create an investment fund of £1bn for skills, employment and productivity. Investment will be aligned with our target sectors and delivered in a way that drives innovation and inclusive growth across our region. Key to our proposition is strong transport links, a focus on sustainability, and a commitment to supporting local communities.

EMF is uniquely located in the centre of the UK, the only inland Freeport. It includes three development sites, also known as “tax sites” which benefit from a suite of tax incentives locating there which businesses can take advantage of.

## 1.2 Locations



East Midlands Freeport location map and tax sites

## **East Midlands Airport and Gateway Industrial Cluster (EMAGIC)**

Located in Leicestershire next to East Midlands Airport, home to the UK's largest express air freight operation, EMAGIC has a combined area of 160 hectares and offers world-class multimodal transport connectivity, combining air, rail, and road. This seamless integration ensures businesses can access domestic and global markets efficiently while reducing emissions and costs.

## **Ratcliffe-on-Soar Power Station (RoS)**

For over 50 years Ratcliffe-on-Soar power station was a symbol of Britain's carbon-intensive past. Today, it serves as a prime example of what a just transition can achieve: 200 hectares of strategically located, Freeport-enabled land ready for innovation-driven growth.

## **East Midlands Intermodal Park (EMIP)**

Aiming to become a sustainable rail-connected business park, helping businesses to operate more cost-effectively and reduce their environmental impact by shifting from road to rail freight. This site comprises 173 hectares of development land in Derbyshire, opposite the Toyota Motor Manufacturing UK vehicle manufacturing plant.

## **Our Objectives**

Our key objectives are to deliver:

- ➔ The UK's best connected Freeport at the heart of the economy
- ➔ An innovation hotbed for energy transition and supply chain decarbonisation
- ➔ A growth hub for the next generation of SMEs
- ➔ A skills and employability accelerator
- ➔ A strategically integrated network of development initiatives

We collaborate with six corporate partners and six local authorities to propel progress across the East Midlands. We are a not-for-profit organisation, and revenue from additional Retained Business Rates (RBR) will be used for projects in our community. Our [Full Business Case \(FBC\)](#) identified four key areas for investment: acting as the catalyst for EMF and regional connectivity, developing a world class regional skills base, turbocharging productivity and stimulating innovation across EMF target sectors, and setting up EMF for success.

## **1.3 About This Strategy**

This strategy sets out how EMF funding will be used, establishing aims and objectives, key principles, delivery methodologies and more. It will set the direction for EMF's work going forward, identifying areas of activity which need to be delivered in order to begin deploying investment.

Investment in the short term is essential in maximising future RBR income; unlocking our sites, and encouraging businesses to locate within them.

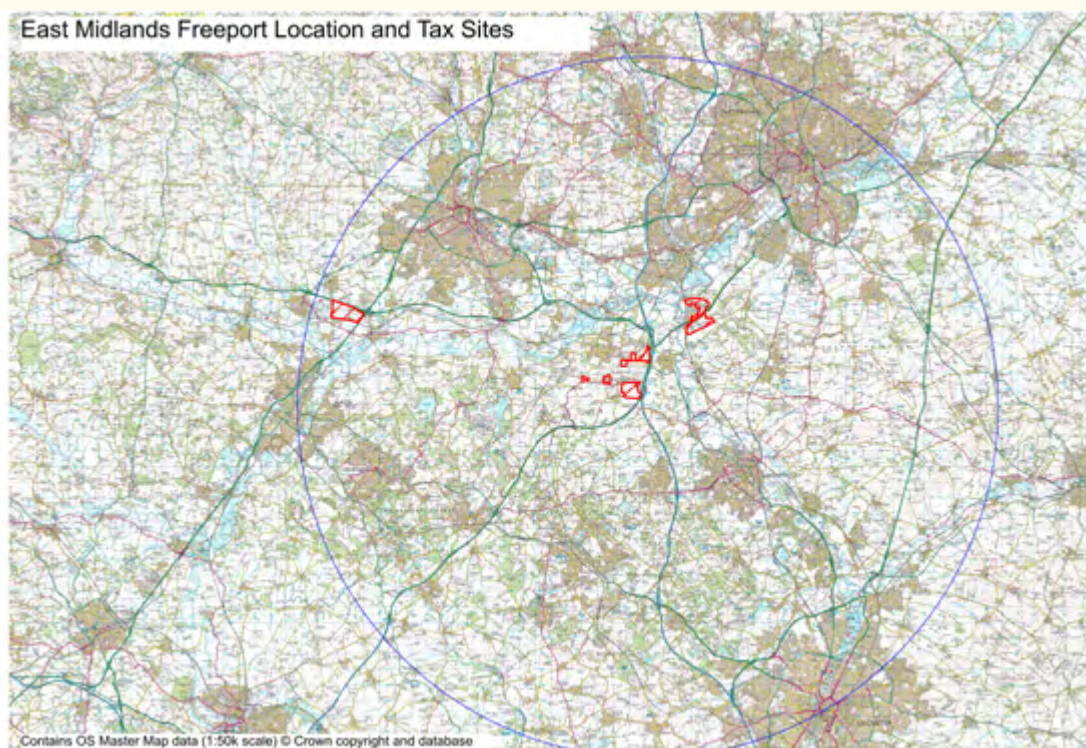
Our [annual business plan](#) sets out how the EMF Executive Delivery Team (EDT) will support and accelerate delivery and ongoing operational cost commitments.

## 2. SOURCES OF FUNDING

### 2.1 Retained Business Rates

The government has proposed an approach by which 100% of business rates growth above a particular baseline can be retained in the Freeport area. This will be guaranteed for 25 years. This income has to be used to deliver the Freeport's objectives. Retention of business rates by the Freeport is governed by an agreement between the Accountable Body and the billing authorities for each of our sites – summarised in the [Memorandum of Understanding](#) between those parties, EMF and central government – which includes a “no detriment” mechanism which seeks to ensure they are not worse off as a result of the arrangements.

EMF is set to generate c. £1bn in RBR to be reinvested across the East Midlands in our Freeport outer boundary (an area 45km in diameter centred around our principal port, East Midlands Airport) and travel to work area (30 minutes' drive from our port).



[Link to the PDF version of this map](#)

[Maps of East Midlands Freeport tax sites](#)

East Midlands Freeport outer boundary

### 2.2 Seed Capital

The government awarded EMF £25m in seed capital for investment in early projects to unlock our sites and make them more attractive to investment in line with government seed capital requirements. We have begun allocating this funding to the following projects:

- ➔ East Midlands Zero Carbon Innovation Centre (EMZCIC) – Providing the capabilities to translate and scale world leading zero carbon research into commercial solutions to attract investment.
- ➔ Future Energy Skills Hub (FESH) – Support providers in anticipating provision of higher technical skills to meet demands of the energy and advanced manufacturing sectors.
- ➔ Wider Integrated Study for Energy, Road and Rail (WISERR) – A strategic transport assessment, building a ‘bullet-proof’ case for infrastructure investment.



## 2.3 Skills and Communities Fund

In addition to RBR and seed capital, EMF will establish a Skills and Communities Fund. This will be made up of levy payments made to EMF by occupiers locating on the Freeport tax sites between October 2026 and September 2031 (the “extension period” for tax relief, granted by central government in 2024). The value of the Fund and timing of income depends on the pace of development at each of the tax sites. Spending priorities will be directed to skills and community projects which support activity in and immediately surrounding the tax sites.

## 2.4 Other sources of funding

EMF will seek to crowd in additional sources of funding from both the public and private sector, building strong relationships with commercial lenders and investors and aligning closely with the East Midlands Combined County Authority and other public sector bodies. This will increase both value for money and the impact that EMF investment can have on the region.



## 3. AVAILABILITY OF RETAINED BUSINESS RATES

### 3.1 Progress at our Tax Sites

We're making good progress on delivery of EMF's vision. We've attracted £150m investment and created over 850 jobs since the Freeport launched in 2023. However, in order for our sites to be fully operational within the tax window (the window within which businesses can apply for tax incentives, requiring occupation by September 2031), investment will be required in critical infrastructure which will unlock further investment and opportunities.

In order to track progress at our sites, a robust tax site monitoring process is in place, collecting data every 3 months to identify successes, risks and issues. We will use information collected through this process to forecast RBR income.

### 3.2 Modelling RBR

EMF has developed a model that forecasts the RBR across the Freeport area over 25 years. We use a forecasting model to estimate how much money the Freeport will raise through business rates at each of our sites. The model looks at each plot of land and considers:

- When and how the site is expected to be developed
- How much business rates are likely to be paid based on the type of business
- Changes to business rate rules over time
- The size of each plot
- Any risks that might affect how soon a plot is developed or occupied

The model also includes a rule that makes sure local councils don't lose money, and local services are not affected, because of these arrangements. We update the model every three months to make sure it reflects the most recent progress at our sites.

To facilitate investment, it is important that this model is robust and can accurately forecast future revenues. To test this and identify risks and tolerances (e.g. additional reliefs granted to businesses or delays in registering occupation) an audit of the model by external experts will be commissioned, working closely with our billing authorities. This will seek to interrogate the base case and advise on upside and downside scenarios to help inform risk management.

### 3.3 Forecast Revenues

We will update the RBR model every three months with the latest tax site monitoring and risk assessment, providing us with a robust forecast of future revenues broken down into risk levels. This will be reported to EMF Board in the quarterly financial updates. The model will support with investment planning and project identification, targeting spend to improve risk levels of those revenues that are not yet certain. As described above, an audit of the model will increase confidence in the forecasts generated.

### 3.4 Fund Management

Billing Authorities (South Derbyshire District Council, North West Leicestershire District Council and Rushcliffe Borough Council) and the Accountable Body (Leicestershire County Council) have agreed to work together so that RBR generated by the tax sites is paid by the billing authorities to the Accountable Body. They will manage a dedicated fund for EMF, ready to be used when needed (with interest being credited to the fund values held), as set out in the RBR Agreement.

The Accountable Body will manage the RBR fund, holding the RBR received from billing authorities/ government on trust, providing an annual report including schedule of RBR receipts, funds disbursed, monitoring information and reconciliation report, and charging running costs associated with its role to EMF. The Accountable Body won't actively manage funds in the 2025/26 financial year given the quantum of investment available but will develop a strategy for management in future years to maximise returns.

Billing Authorities will grant business rates relief, provide the requisite information to the Accountable Body (NNDR1 / NNDR3 forms, forecasting, quarterly reporting), and make monthly payments of RBR funds to the Accountable Body.

Use of RBR is without detriment to the resources that would have been available to each authority prior to the Tax Site Designation Date as adjusted by Baseline Amount Resets, taking place in 2024/25 and every 5 years thereafter.





## 4. DEPLOYING INVESTMENT

### 4.1 Aim and Objectives

Our Full Business Case (FBC) identified four key areas for investment: acting as the catalyst for EMF and regional connectivity, developing a world class regional skills base, turbocharging productivity and stimulating innovation across EMF target sectors, and setting up EMF for success. This strategy builds on our FBC commitments and informs our Business Plan priorities.

EMF investment aims to support transformational growth across the East Midlands, recognising the strategic importance of our sites, significant benefits that they can realise, and link to regional and national priorities. Investment will help to unlock 28,000 jobs, add £9bn to the economy over the next 25 years and ensure that the full £1bn RBR investment fund is secured and reinvested across the region. This will help to address the history of underfunding experienced in the East Midlands and presents a once in a generation opportunity for transformative infrastructure delivery.

Spend of investment will deliver the following objectives:

**Phase 1** – Unlocking and accelerating Freeport tax site delivery to maximise future income and deliver growth in the near term through a Tax Site Land, Remediation and Infrastructure Fund.

**Phase 2** – Delivery of wider EMF objectives to support transformational growth and benefits for the region, including skills, innovation and decarbonisation.

It should be noted that we have not set a fixed point in time for the transition from phase 1 to phase 2. This will be determined by readiness of our three tax sites and the risk to future RBR income streams being mitigated. We will regularly review this as part of our tax site monitoring and RBR modelling process. The intention will be to maximise future RBR income and investment deployed through phase 2 to deliver the greatest benefit to communities and stakeholders within the region.

When the transition from phase 1 to phase 2 is triggered, we will conduct a review of this strategy, forecasting the remaining investment available, setting the ambition for future investment, and engaging widely to inform investment priorities.

Examples of interventions in each phase include:

Investment Priority	Phase 1	Phase 2
<b>Site Delivery</b>	Primary focus of phase 1, ensuring sites are ready to receive business investors	Limited requirement unless needed to secure business investment
<b>Connectivity and enabling infrastructure</b>	Primary focus of phase 1, where required to unlock or accelerate site delivery and satisfy planning conditions	Investment in regional connectivity where supporting our economic objectives, target sectors, and connecting workforce to our sites
<b>Skills</b>	Addressing specific tax site investor skills needs	Developing the regional skills base to serve our target sectors and support inclusive growth
<b>Innovation</b>	Securing investment through innovation-led growth at specific tax sites	Regional productivity and innovation supporting clusters at our sites and supply chains
<b>Net Zero</b>	Unlocking or accelerating delivery of tax sites, e.g. increasing competitiveness by delivering local, secure, low cost, low carbon energy	Supporting regional decarbonisation where addressing EMF scope 1-3 emissions

In addition to the priorities identified, we will seek to support community projects, leveraging support from private sector partners, in addition to their statutory obligations, and deploy our Skills and Communities Fund in communities located in and around EMF. We will ensure that early impact is delivered by ringfencing a proportion of available RBR each year towards this aim. We will work with private sector colleagues on options to match fund and align with existing activities.

Our Skills Delivery Plan will set out how we intend to support investors' skills requirements, whilst driving benefits into our local communities and helping those furthest from work access new opportunities. It will set out our approach to identifying and delivering projects through our Skills and Communities Fund.

## **4.2 Key Principles**

When deploying investment, we will be guided by a set of key principles, which build upon commitments in our governance documents:

### **Hierarchy of spend**

As described in the RBR Agreement, the first call on RBR will be EMF's in year operational costs, followed by payment of any prior year amounts owed to the Accountable Body, then loan repayments from EMF to Leicestershire County Council or any other Local Authority lender (noting that in any event the Leicestershire County Council loan has a backstop date of end FY 2026/27). If there are insufficient resources to make these payments the amounts will be carried forward to the following financial year. The remaining resources are available for allocation towards the aims and objectives of the investment strategy.

### **Pooling of RBR**

The approach to "pooling" funds is described in the FBC: "EMF will pool Business Rates within a single pot that has identified workstreams and projects approved by the Board to meet EMF and regional priorities. This eases the decision-making process and reflects that, in many cases, the investment in transport and other infrastructure will benefit all sites in the Freeport given their close geographical proximity". It is also described in the RBR Agreement where "the parties have agreed to work together to pool the growth in Retained Business Rates generated by the designated Tax Sites within the Freeport Boundary to achieve the aims and objectives of East Midlands Freeport", as well as the EMF Memorandum of Understanding.

All Public Sector Members recognise that RBR is initially coming forward from EMAGIC in Leicestershire and that this investment is likely to be required across other local authority boundaries in order to secure additional RBR revenue streams and meet Freeport objectives. EMF is committed to supporting transformational growth across the region and so will track and map investment and benefits realised in an effort to deliver outcomes across the region. However, in line with our governance documents, the Public Sector Directors Group of the EMF Board will remain free to allocate funds across the geography and there will be no specified allocation or ringfencing of funds within local authority boundaries. It should be noted that Freeport benefits including job creation, inward investment, Gross Value Added (GVA) and other social, economic and environmental benefits will be delivered across the region through successful development of our tax sites which take advantage of the range of levers and incentives available to Freeports.

### Match funding and additionality

Any investment made should first consider whether there are other funding sources available and should seek to leverage other grant funding and investment to maximise benefits. EMF investment should not replace any developer or local authority statutory requirements or commitments, although could be considered in addition to these to increase benefits realised.

### Recycling funds

Wherever feasible, investment will be deployed through a commercial arrangement (e.g. loan, equity stake) to create a recycling fund and therefore increasing the impact that investment can deliver over the duration of EMF, recognising that certain enabling investments, e.g. roads, are not revenue generating in themselves, so the commercial arrangement will need to be structured to incorporate revenues generated by the wider development. We recognise that EMF investment should be additional, i.e. not replacing private sector investment and other commercially viable funding solutions, and that use of public funds may potentially enable lower return or higher risk investments that unlock a wider range of benefits and policy objectives.

### Maximising impact

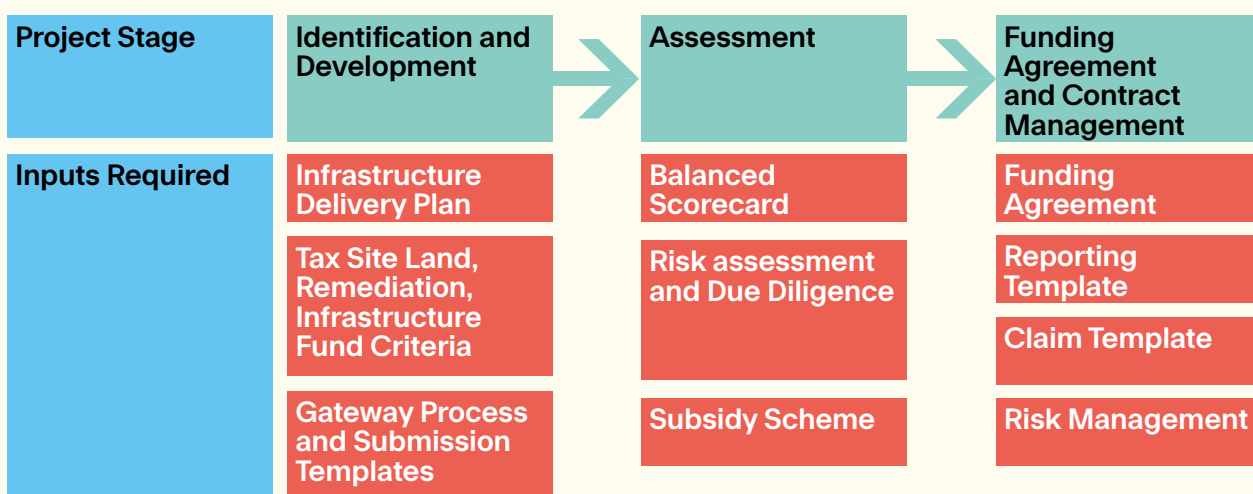
By delivering the principles of match funding and recycling funds we will maximise the size of investment available. We will also seek to maximise the impact of our investment, delivering against our FBC commitments and driving improvement in social, economic and environmental outcomes across the region. This will be defined further in phase 2 of deployment, and we will engage widely to inform our investment decision. We will seek to deliver early impact by standing up our Skills and Communities Fund.

### Transparency

In line with our commitment to increasing transparency, we will ensure that we release as much information as possible in our investment decisions. This includes publishing this strategy, sharing information on our Funds, publishing investment decisions and engaging widely to inform investment priorities in phase 2 of deployment, subject to legal and commercial confidentiality..

## 4.3 Delivery

Deployment of investment will be managed via robust processes, from identification of spending priorities to development and assessment of project business cases, and from ensuring compliance to contract management, risk management and reporting.



Project Delivery Process and Requirements

## Project identification and development

- EMF will take a lead role, as required, in identifying and developing projects, ensuring that funding is deployed where there is most need for public action and taking a whole Freeport view.
- EMF will take a more dynamic and phased approach to deploying funding to accelerate timeframes and allow more time and resource for project development (as per government guidance). This will result in projects coming forward at different speeds, rather than set funding calls with rigid submission deadlines. We will not initially issue a generic call for projects across Members and wider partners.
- Ensuring requisite capabilities are in place on a project by project basis and engaging closely with private partners and local and national public sector stakeholders throughout the process.

A broad base of projects will be supported with development funding to ensure that robust business cases are developed, and investments deliver good value for money. In this way a Fund approach will be taken which sets out our key requirements and allows projects to draw down investment in a staged way.

We will seek to combine deployment of any remaining seed capital with RBR investment to avoid two processes running concurrently, recognising that there may be different funding requirements (e.g. linked to the MHCLG seed capital subsidy scheme).



## Infrastructure Delivery Plan

### EMF Infrastructure Delivery Plan

EMF will develop an Infrastructure Delivery Plan (IDP) which identifies key infrastructure requirements of our three sites, engaging widely with our sites and key stakeholders to inform the plan, including working plot-by-plot with our Tax Site Operators. This will identify likely costs, alternate funding sources and key stakeholders, and will seek to prioritise infrastructure by assessing when it is required and the impact that it will have on our objectives.

We will seek to use the IDP to inform relevant public sector strategies, for example Local Plans and the emerging East Midlands Combined County Authority strategic and investment plans.

We do, however, recognise that there are a number of projects already in development that will need to be fully developed ahead of the IDP.

### **Fund Criteria**

EMF will develop the key requirements and criteria of the phase 1 Tax Site Land, Remediation and Infrastructure Fund. This will include:

- ➔ Alignment with the EMF FBC, annual business plan, and wider vision
- ➔ Addressing a barrier to a tax site (or sites) development and/or delivery, including securing planning permission
- ➔ Demonstrating acceleration of tax site delivery and securing RBR income
- ➔ Securing an anchor tenant or key investor into a tax site
- ➔ Located within the EMF outer boundary or travel to work area

As per the key principles, projects will be favoured where they unlock private investment or co-funding, demonstrate long term revenue potential and ability to secure a return on investment for the Freeport and, align with regional and national priorities (including any further strategy/ vision set by the Freeport itself).





### **Assessment process/gateways**

As projects develop, they will submit information at specified gateways for EMF to review and decide whether the project should progress and draw down further development funding or investment.

A balanced scorecard will be used to assess and select projects to progress, ensuring that a robust process is in place that effectively manages public money. This will first assess whether the intervention is appropriate (compliant with Fund criteria), aligned to objectives, and that the delivery plan is robust, before assessing the project against specific, weighted criteria, with a minimum threshold score.

Further work is required to develop the gateway process and balanced scorecard as the Tax Site Land, Remediation and Infrastructure Fund evolves.

### **Subsidy compliance**

We will ensure that our spending is fully compliant with relevant legislation and associated subsidy schemes..

### **Funding agreement and contract management**

EMF and the Accountable Body will enter into an appropriate contractual agreement with project delivery partners once projects are approved. We will also consider any additional contractual requirements should another funder be contributing to the project. This will be suited to the scale and complexity of investment. A member of the EMF Executive Delivery Team will be nominated as project lead, responsible for managing the contract.

### **Reporting and claims**

EMF Executive Delivery Team has implemented a robust monitoring and reporting process, embedded in our wider monitoring and reporting structures, tracking programme delivery and benefits realisation, with ongoing oversight from the S151 Subcommittee and escalation to Public Sector Directors/Board as required, which has been tested on seed capital deployment. The Accountable Body will support with defining the claim process and audit requirements which is expected to replicate that which is in place for seed capital.

### **Risk management**

There is a need to carefully manage risk both at a project level and across the investment portfolio. EMF will:

- ➔ Ensure that an appropriate due diligence process is in place when considering investments
- ➔ Identify, measure, manage and monitor investment risks
- ➔ Ensure that the risk profile is proportionate to the size, structure and nature of the investment
- ➔ Consider risk at a portfolio level, taking into account the number of investments, durations of investments, return on investments

It is intended that expertise will be procured and an approach to management of financial, commercial and technical risk will be defined and tested.

Further risk management will be required if an investment utilises borrowing, as described below. These risks will be reported through relevant subcommittees and through to Board.

### **Resources and capabilities**

The business plan reflects the need for internal EMF resource to deliver investment, as well as

external capacity to increase expertise and capabilities.

Where required, we will also draw upon the expertise of our partners, engaging and consulting with key stakeholders such as National Highways, National Grid, Network Rail etc. We will also set up working or advisory groups on a project by project basis to ensure that investments are fully considered.

Project delivery partners, local councils and other relevant stakeholders will also need to assure themselves that they have the requisite resources and capabilities to fulfil their roles in deployment of investment, particularly when entering contracts and taking on debt.

EMF will be required to procure financial and commercial support, particularly for project assessment, contracting and risk management, with technical support required on a project by project basis. We will explore whether our partners have resource/capacity to support these activities in the first instance. EMF may also require additional resource to manage investments, particularly where complex funding models are required and as the project portfolio grows to manage contracts, reporting, claims, risks etc.

## Roles and responsibilities

To deliver this strategy successfully, each of our Member organisations and other stakeholders will need to engage and support in different ways, summarised below:

<b>District and Borough Councils</b> Accurately forecast business rates and seek to mitigate forecasting risks, providing information to EMF as required  Collect business rates and make payments to Accountable Body  Consider EMF IDP in Local Plan IDPs	<b>County Councils</b> Support to identify and deliver transport / highways schemes  Align economic development and associated funds  Consider forward funding / underwriting risk	<b>Mayoral Combined Authority</b> Strategic alignment across skills, innovation, net zero, investment and other key spatial and growth plans  Align investment plans  Consider forward funding / underwriting risk  Use of mayoral powers to support delivery
<b>Accountable Body</b> Effective management of funds  Contract with delivery partners  Scrutiny and assurance to government	<b>Government</b> Consider role in forward funding / underwriting risk  Set up RBR Subsidy Scheme  Technical support on RBR mechanics  Convene and support delivery	<b>Tax Site Operators/ Landowners</b> Support development of IDP and investments  Lead or support project delivery  Provide information needed for forward funding (tenant leases, creditworthiness)  Compliance with subsidy control  Consider financing

## Roles and responsibilities of Members and partners in delivering the strategy

### Publication Approach

We will publish this strategy and investment decisions in line with our commitment to transparency and will ensure that continued reporting and engagement is delivered through our communications activity. Further engagement will be held ahead of the transition into phase 2 investment delivery to source input into regional investment priorities.

## 4.4 Forward Funding

Public sector investment may be required to unlock and accelerate site delivery and secure future RBR. This is likely to be required ahead of RBR becoming available from occupied sites creating a cashflow issue.

Commitment to forward funding was provided in our FBC “where the rationale for investment in advance of sufficient Retained Business Rates available is justified” and “the investment makes substantive contributions to viability of tax and custom sites, or accelerating operational dates”. This delivery model is also expected by MHCLG, but it is recognised that there could be a range of complexities and could require investment at risk in developing borrowing structures.

This strategy does not commit us to forward funding and further work will be required to fully explore the implications of forward funding. Forward funding will only be considered once certain tests have been met, for example:

- ➔ The need for forward funding is demonstrated and a compelling case for investment is presented
- ➔ The RBR model provides requisite confidence in RBR forecasts
- ➔ Due diligence is completed on income streams, such as occupier creditworthiness and lease terms
- ➔ A lender is identified, offering terms acceptable to the Freeport
- ➔ Risks associated with borrowing are understood, proportionate, and tolerable to borrowers

It is likely, in the first instance, that only secure income streams will be considered for any borrowing and even then we will need to fully explore risks associated with income coming forward and who bears any residual risks.

If forward funding is progressed, risks will need to be fully explored, mitigated and apportioned, including with government and a robust method for assessing and identifying the optimum solution is required. Case studies will be drawn upon to learn lessons and inform the approach. We understand that different partners have different risk appetites and capabilities, from districts to counties to combined authorities to government, and these differences will need to be factored into solutions. This strategy does not commit any local authority to taking on a new financial risk and well-informed decisions will follow development and review of borrowing structures and project business cases.

To provide further understanding of borrowing options available, we undertook research to explore various structures. Building on this work and using lessons learnt from case studies, we plan to develop and deliver a programme of work which explores forward funding to accelerate delivery. This will recognise key factors and requirements in delivering borrowing models:

- ➔ A key benefit of EMF is the potential to share risk across three sites; in this way, we will seek to agree an approach to collaborating across boundaries with shared objectives/delivery, leveraging investment to maximise EMF-wide benefits.
- ➔ If borrowing options are progressed, we will need to confirm who will be the lender(s)/ borrower(s) and how risk will be apportioned (including with the private sector), as well as endeavouring to keep interest rates and costs of borrowing as low as possible.

- Where an local authority is underwriting any risk or taking on debt, they will have their own due diligence and assurance processes and tests to meet before an investment can be committed to by EMF
- We will need to develop the delivery model(s), governance, and associated resource, capacity and capabilities required within the EMF EDT and partner organisations in order to effectively deploy investment, recognising that detailed financial modelling and risk assessment will be required.
- We will need to take a view on overall portfolio risk appetite – and as an absolute ceiling wouldn't borrow above 50% of the total RBR forecast income. Portfolio risk management will be essential.



## 5. GOVERNANCE

EMF must ensure that investment is deployed in a manner compliant with subsidy control rules and management of public funds. This includes effectively managing conflicts of interest and delivering value for money. It is imperative that there is a clear distinction between the roles of bidders, Board Members and Public Sector Directors.

EMF investment will be allocated by the Public Sector Directors Group by a simple majority of Public Sector Directors (or their representatives) participating at the relevant meeting. If they are unable to reach a majority decision on a matter it shall be escalated to the EMF Chair, unless the Chair declines to make a determination, in which case it shall be escalated to the full Board to resolve. EMF will ensure that due process is followed, and that Public Sector Directors can make evidence-based decisions, free from external influence, and expects all Board Members to support this approach.

Board, Public Sector Director and Subcommittee roles and responsibilities are set out in the Members Agreement, RBR Agreement and Public Sector Directors Group and Subcommittee terms of reference. A summary of roles and responsibilities is found below, noting that working / advisory groups and additional expertise may be required at various stages on a project by project basis:

	Bidders	EMF EDT	Accountable Body	S151	Board	Public Sector Directors	MHCLG
<b>Funding Strategy &amp; investment Priorities</b>					Agree overarching strategy.		Sign off a Project Change Request if material changes to FBC.
<b>Design of Calls/ Approach to Deployment</b>		Recommend approach.		Agree approach.		Ratify approach or delegate to S151.	
<b>Project Sourcing</b>	Respond to funding calls within agreed timeframe with requisite level of detail and accuracy.	Support bidders to shape responses, ensuring key objectives are met. Lead bids as required.					
<b>Funding Assessment and Award</b>	Provide additional information, engage in feedback, shape bid, as required.  Receive notification letter with feedback.  If successful, proceed to contracting.	Review applications against agreed criteria and provide assessment.  Source legal advice and other due diligence as required		Review financial information and project assessment, confirm subsidy compliance, and recommend actions.	Receive update on projects submitted, where not commercially confidential.  Do not receive detailed information to avoid conflicts.	Approve funding allocations, setting conditions as required.	Sign off a PCR if material changes to FBC.
<b>Contracting</b>	Provide evidence that conditions have been met.  Agree to contract terms.	Support bidders.  Agree to contract terms.	Agree to contract terms.	Agree that conditions have been met.  Recommend that contracts can be completed, unless delegated to individual members.			
<b>Project Delivery</b>	Lead delivery of projects. Provide monitoring reports and evidence of expenditure for funding claims.	Engage in project governance e.g. project board. Manage contract.	Manage funding, providing scrutiny.  Make payments.	Review any escalated risks.	Receive programme updates.	Agree change requests as required.	Receive monitoring information.



## 6. MEASURING SUCCESS

The following logic model describes what we will deliver and the difference it will make through deployment of investment in phase 1:

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
RBR investment Match funding/ investment EMF resource Delivery partner resource External expertise	Site Delivery Connectivity Net Zero Innovation Skills	£ invested in infrastructure Months site acceleration Planning permission secured sqft development space Investment secured £ RBR secured	Delivery of economic clusters Jobs created GVA Skills development Carbon reduction Innovation/ productivity	UK's best connected Freeport Decarbonisation innovation hotbed SME growth hub Skills and employability accelerator

RBR Logic Model – impact to be delivered through strategic deployment of investment



