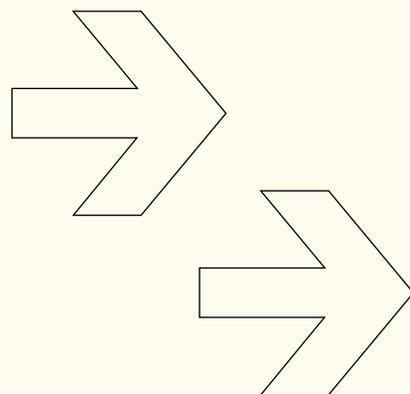


**E→ST
MIDL→NDS
FREEPORT**

SKILLS FOR →SUCCESS

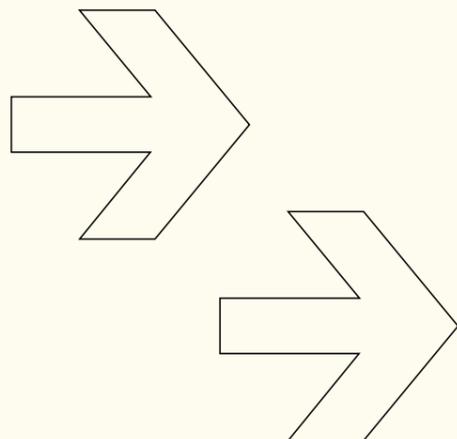
**SUPPORTING A THRIVING SKILLS ECOSYSTEM
TO SERVE EAST MIDLANDS FREEPORT TAX SITES**

**SKILLS
DELIVERY
PLAN
2025-2031**



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EXECUTIVE SUMMARY →

East Midlands Freeport (EMF) is built on a powerful foundation of people, place, and potential. Our region is home to an exceptional range of educational and training assets - from world-class universities and further education colleges to specialist research institutions, innovation centres, and employer-led training providers. Together, these assets support strengths in advanced manufacturing, logistics, clean energy, transport technologies, and life sciences, and position the East Midlands as a nationally significant hub for skills, innovation and productivity.

This Skills Delivery Plan sets out how the Freeport will harness these assets to maximum effect. By aligning education provision with employer demand, strengthening pathways from education into high-quality jobs, and deepening collaboration between industry, education, and the public sector, we will ensure that local people are equipped with the skills needed to access the opportunities created by Freeport investment. The Plan recognises the importance of building clear progression routes, supporting reskilling and upskilling, and responding flexibly to the evolving needs of Freeport employers and growth sectors.

Crucially, the Skills Delivery Plan is aligned with the Mayor of the East Midlands' wider mission to drive inclusive growth across the region. It reflects a shared commitment to ensuring that economic growth delivers tangible benefits for all communities - raising productivity while also improving access to opportunity, reducing inequalities and supporting people into secure, well-paid employment. By embedding inclusion, partnership and long-term workforce development at its core, the Freeport's approach to skills will play a central role in delivering sustainable growth for the East Midlands.

Vision

- The East Midlands has a thriving, employer-led skills ecosystem that meets the needs of our Freeport tax sites
- Investors have access to the skills and talent they need to locate here and to succeed
- Freeport opportunities are accessible to local people and, together with our investors and partners, we're tackling socio-economic challenges and delivering benefits to disadvantaged communities in the East Midlands
- We have a clear mission: Connect employers, providers and communities to create a future-ready workforce. By closing skills gaps, strengthening provision and removing barriers, we will make Freeport tax sites a catalyst for prosperity across the East Midlands

Objectives

- Make tax sites attractive to investment through to 2031
- Help tax site investors thrive to 2031 and beyond
- Support communities around our tax sites throughout the life of East Midlands Freeport (EMF)

Key Challenges

Demand side

Investors tell us that skills availability is one of their top three decision factors. With 28,000+ jobs forecast across our three sites, we must demonstrate that the region can supply the right people with the right skills.

Evidence shows demand for:

- Engineering and specialist technical roles
- Automation, AI and digital skills
- Leadership and management skills
- Project management and continuous improvement capabilities
- Sector-enabling lower-skilled roles

Supply side

The East Midlands has several structural challenges compared to national averages:

- Only 35.6% have NVQ4+ (vs 43.5% nationally)
- Rising youth Not in Education, Employment or Training (NEET) rates despite a larger youth population (4.9% vs 4.5% nationally)
- More people without qualifications (25.3% vs 21.9% nationally)
- 38% increase in working-age retirees since pre-pandemic (vs 3% UK)
- Lower graduate retention (35–37%)
- High deprivation hotspots in Mansfield, Nottingham, Leicester, and Derby
- A labour-intensive, lower-paid workforce and 8.1% carbon-intensive jobs at risk
-

Short term interventions developed with our stakeholders

- **Mobilisation Model** – responsive, employer-facing support for investors
- **Future Energy Skills Hub (FESH)** - engineering and digital technical pathways
- **Skills Prospectus** - showcasing existing strengths in the region and identifying target sector gaps for future intervention
- **Skills and Community initiatives** - targeted equity-focused community initiatives to raise aspiration and provide transferable skills

Longer term interventions

Defining EMF's role as a connector and catalyst - bringing stakeholders together, funding and commissioning targeted initiatives, and signposting to key opportunities such as apprenticeships, specialist courses, talent funds, and travel-to-work schemes.

Outcomes

Measured through KPIs including:

- Higher skills levels in disadvantaged communities
- Local employment gains
- Dynamic, flexible, employer-aligned provision
- Successful investor recruitment





WHY FOCUS ON SKILLS? →

East Midlands Freeport (EMF) will attract large-scale investment into its three regeneration sites, East Midlands Intermodal Park (EMIP), East Midlands Airport and Gateway Industrial Cluster (EMAGIC), and the Ratcliffe-on-Soar former power station site, generating thousands of jobs and boosting regional productivity. To land this investment, we must provide investors with confidence that the skills and talent they need are available today and in the future.

Government expects Freeports to deliver thousands of long-term, high-quality jobs for local people. Skills are a national and regional priority, reflected in:

- The creation of Skills England
- National apprenticeship reforms and the £600m construction skills package
- East Midlands Combined County Authority's (EMCCA) devolved powers and focus on Skills and Education
- A broad regional landscape including Careers Hubs, Local Skills Improvement Plans (LSIPs), Youth Guarantee, Bootcamps and more

Our [Full Business Case](#) (FBC) committed EMF to delivering a Skills and Employability Accelerator. While the original strategy set the early direction, it lacked the specificity, measurable KPIs, employer insight and operational clarity needed to drive targeted action.

Since then, we have built a significantly stronger evidence base through:

- Engagement with investors and prospective occupiers
- Development of the [Investment Strategy](#)
- New data, provider workshops and stakeholder input
- Analysis of local labour demands and skills needs

This Delivery Plan provides a refined, targeted and evidence-based roadmap, aligned with the evolving needs of our sites through to 2031 and beyond.

Our approach is simple: Start small, do it well, and scale based on demand and impact.

We will work closely with partners, support existing provision, and prioritise interventions that drive measurable outcomes for investors and communities.

PRINCIPLES →

Alongside our core objectives, there are key principles we will seek to adopt to maximise the impact and effectiveness of our delivery:

ALIGNED

Every action supports our business plan and tax site needs

TARGETED

A defined and agreed role for EMF, adding value to the existing skills landscape and making best use of our resource; doing few things well

COMPLEMENTARY

Working closely with our partners to ensure additionality and strengthening regional skills delivery

LEVERAGING BUSINESS COMMUNITY

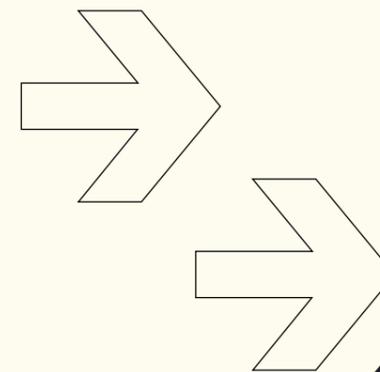
Ensuring our landowners, tax site operators and occupiers and other private sector partners are supporting regional skills development and providing opportunities for the region

EARLY IMPACT

Delivering our objectives through a refined programme of activity; early interventions will unlock investment and identify place-based solutions in specific communities with pronounced socio-economic challenges

COMMUNICATED EFFECTIVELY

Sharing the EMF opportunity with a wide audience, including hard to reach communities



OUR ROLE →

EMF acts as the bridge between employers, providers and communities.

We will:

- Convene employers, providers and partners to build a cohesive, employer-driven approach
- Advocate and signpost to existing provision and regional specialisms
- Identify and help close skills gaps in target sectors
- Support business cases for new skills pathways where demand is clear
- Deploy investment strategically to improve skills and labour market access
- Leverage industry input into training and careers activity
- Raise awareness and improve accessibility for communities facing barriers

We will not:

- Create or maintain a regional skills evidence base
- Duplicate partner activity
- Operate outside target sectors or tax sites
- Become a skills provider

APPROACH →

We will deliver in three phases, ensuring that we can deliver early impact, reflect, learn and flex to emerging demand while building long-term capability.

Short Term (Next 6 months) – Deliver and Mobilise

- Quick wins that increase investor confidence
- Light touch interventions to raise community awareness
- No regrets investment and early engagement

Medium Term (6 – 24 months) – Target and Shape

- Design and implement targeted interventions aligned to sector needs
- Focus support on communities facing the greatest barriers
- Develop skills pathways for priority roles in response to target sector skills gaps and ensuring that the components are in place for us to mobilise skills delivery based on demand

Long Term (To 2031) – Tailor and Scale

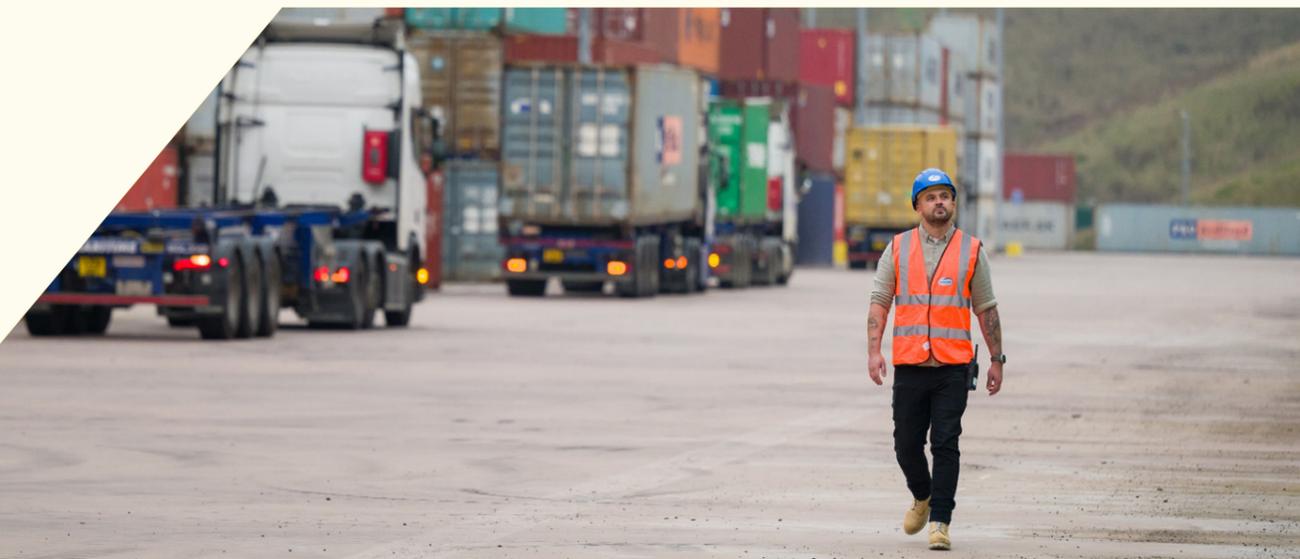
- Tailored support based on investor/ occupier need
- Long-term partnership delivery for communities, including those furthest from work
- Continuous refinement based on live data

OUTCOMES →

If we deliver the plan successfully, we will secure a range of positive outcomes for our investors, skills provider partners and our communities.

Objective	Outputs	Outcomes
Make tax sites attractive to investment - giving investors' confidence in the availability and accessibility of skills in the East Midlands	<ul style="list-style-type: none"> → Coherent regional skills offer → Dynamic investor support package 	<ul style="list-style-type: none"> → Increased investor confidence leading to higher inward investment → Positive perception of the East Midlands as a skills-rich environment → Growth in businesses locating at tax sites
Help tax site investors thrive – creating a pipeline of skills which meets industry demands	<ul style="list-style-type: none"> → Successful recruitment to vacancies with high-quality candidates possessing the skills to fulfil role requirements → Strong employer-provider relationships → Providers report an increase in enrolments to existing courses → Flexible, demand-led skills provision 	<ul style="list-style-type: none"> → Reduced vacancy rates and faster recruitment cycles → Improved productivity and business growth for investors → Enhanced collaboration between education and industry → Increased course completion rates and workforce readiness → Region becomes known for agile skills provision
Support our communities - providing opportunities for those furthest from work and addressing regional socio-economic and equalities challenges	<ul style="list-style-type: none"> → High proportion of local employment, with infrastructure in place to support access to jobs → Accessible pathways to high-skilled jobs → Increased qualifications in disadvantaged communities → High performing Equalities Indicators 	<ul style="list-style-type: none"> → Reduced unemployment and economic inactivity → Increased household income and improved living standards → Greater social mobility → Stronger community engagement and resilience → Positive impact on regional equalities performance metrics

KPIs will be monitored and reported regularly.



EVIDENCE BASE →

We have developed an evidence base to support this plan, comprised of a variety of data and information sources. A brief summary of key findings is found below.

The Skills Landscape

The National Skills Landscape

The Government is transforming the skills system through Skills England, creating a unified approach that equips the workforce to drive economic growth. It is devolving more powers to Mayoral Combined Authorities and tackling economic inactivity by bringing 2 million people back into employment.

The [Industrial Strategy Zones Action Plan](#) unites Freeports, Investment Zones and Enterprise Zones to accelerate growth in key industries across the UK, making East Midlands Freeport a cornerstone of the Government's [Industrial Strategy](#).

The Regional Skills Landscape

Local Skills Improvement Plans highlight urgent needs in Digital and Net Zero skills, alongside transferable skills and inclusion. EMCCA is investing heavily, launching a £35.3m Adult Skills Fund, Skills Bootcamps, Connect to Work (supporting people with health conditions), and the Youth Guarantee for NEET's as well as continuing delivery of the Careers Hub.

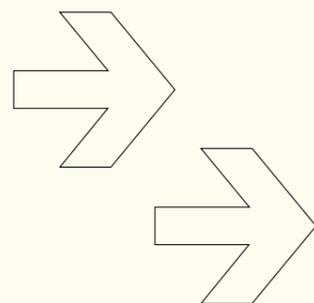
The [Inclusive Growth Commission](#) is driving its "Opportunity Escalator", a step-by-step model combining skills development, work experience and career guidance to help more people access secure, well-paid jobs.

The Leicester and Leicestershire Business and Skills Partnership (LLBSP) continue to deliver initiatives such as WorkWell, Connect to Work, Skills Bootcamps, Employment Hub, Construction Hub and Careers Hub, with green skills programmes, alongside apprenticeships and digital training.

Existing Provision

This region already benefits from strong provision: Careers Hubs, Further Education and Higher Education providers, the East Midlands Institute of Technology (EMIoT), and partnerships with Local Authorities, Department for Education (DfE), Department for Work and Pensions (DWP), Job Centre Plus (JCP), Trade Unions and charities.

EMF must engage actively with these providers, avoid duplication, and build on regional strengths. Stakeholder workshops have pinpointed challenges and opportunities where EMF can deploy resources to support improved outcomes.



Demand for Skills

The East Midlands faces urgent skills challenges that we must tackle head-on:

- **Fewer people with higher-level qualifications:** Only 35.6% hold NVQ4+ compared to 43.5% nationally, and just 55.9% hold NVQ Level 3+, below the UK average of 61.5%
- **Youth population growing – but NEET rates rising:** Our region has 4.9% of its population aged 16-19, above the national average (4.5%), yet more young people are not in education, employment or training
- **High proportion without qualifications:** 25.3% have NVQ1 or below, compared to 21.9% nationally
- **Labour market contraction:** Working age retirees have surged by 38% since pre-pandemic, versus 3% nationally, signalling weak incentives to stay in work
- **Low-paid, labour-intensive workforce:** 14% of Leicester and Leicestershire workforce are employed in the manufacturing sector (versus 9% nationally), while only 13% are in finance and insurance (versus 18% nationally – the largest gap between local and national averages). Leaving average incomes £70 per week lower than the UK average
- **Carbon intensive jobs at risk:** 8.1% of roles could disappear in the green energy transition
- **Poor graduate retention:** Just 35% - 37% of graduates stay in the region after university
- **Lasting challenges:** Areas of, Nottingham, Leicester, Derby and Mansfield remain among the most disadvantaged areas in the country

The Opportunity

Freeport sites are forecast to generate a total of 28,963 direct jobs: 12,939 at Ratcliffe-on-Soar, 6,807 at East Midlands Airport and Gateway Industrial Cluster (EMAGIC) and 9,217 at East Midlands Intermodal Park (EMIP). These roles will span all qualification levels, requiring early engagement from Key Stage 2 (KS2) onwards and targeted reskilling and upskilling to meet demand through 2031 and beyond.



Target Sector Needs

The East Midlands Chamber (EMC) has identified critical skills gaps across our target sectors: Automotive, Aerospace, Low Carbon, Advanced Logistics, Rail, Space, Life Sciences, and Food and Drink. To close these gaps, they recommend:

- Expanding provision of specialist technical roles such as engineering technicians and mechanical and electrical engineers
- Accelerating automation skills with a focus on Artificial Intelligence, computing and software-related occupations
- Growing leadership and managerial capability through targeted programmes for Production Managers and Directors across manufacturing sectors
- Embedding quality and continuous improvement, including Agile methodology, KPI management, risk analysis, and project management
- Securing sector-enabling roles by ensuring foundational occupations are well served



OUR PLAN →

We have engaged widely to shape this plan, and align existing activity, through:

- A dedicated stakeholder working group
- Provider workshops and research commissions
- One-to-one engagements with key partners
- Industry input via the EMC, EMIoT, and interviews with industry partners and prospective investors

Targeting Gaps

Our evidence base shows strong provision for those furthest from work who are deemed as economically inactive. This includes programmes to target those with health conditions, employability support (i.e. CV development, interview skills and Maths and English qualifications). EMCCA's Get Britain Working plan will also have a focus on foundational roles and entry level skills.

Gaps in support and provision that our partners perceive that EMF can helpfully target include:

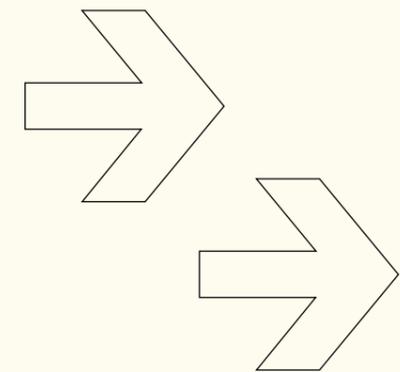
- **Employer engagement:** Help employers define, quantify and articulate near term and future skills requirements and access labour market data to inform investment decisions
- **Technical skills:** Drive upskilling and reskilling to access roles in our target sectors (particularly engineering, digital and management); support higher level apprenticeships; and promote lifelong learning
- **Young people:** Working with Careers Hubs to raise awareness of Freeport opportunities from primary age, improve careers guidance, and boost work readiness through real-world workplace experience
- **Barriers to employment:** Deliver hyper-local, interventions to tackle cost of living, transport, digital exclusion, while promoting nearby opportunities

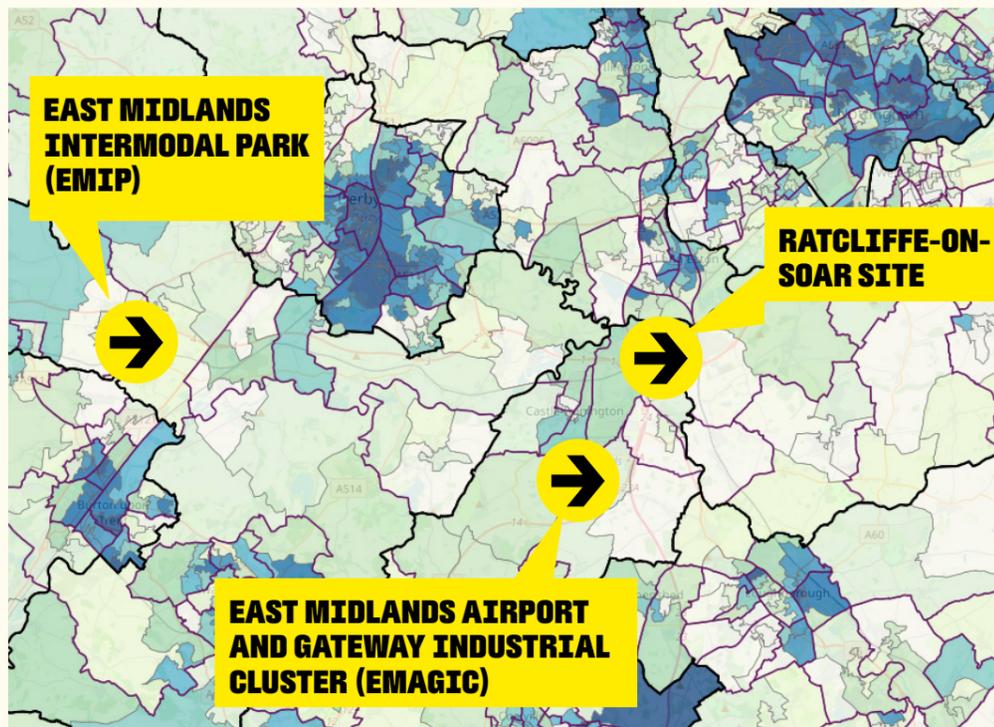
Aligning with Regional Initiatives

We are partnering with EMCCA's [Inclusive Growth Commission](#) to identify target communities and design interventions that tackle barriers to employment and widen access to Freeport opportunities.

By September 2025, the team at the Royal Society for Arts, Manufactures and Commerce (RSA) leading the Inclusive Growth Commission will have used a Freeport site as a worked example of their "[Opportunity Escalator](#)", which combines skills development, work experience, and career guidance to help more people to progress into secure, well-paid, jobs.

While this analysis is underway, we will focus activity in Lower Layer Super Output Areas (LSOAs) with the poorest performing indices of multiple deprivation within our travel to work area (30 minutes' drive from our port).





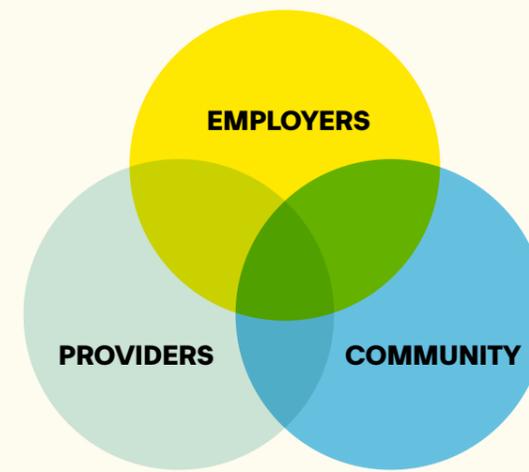
Map of Indices of Multiple Deprivation compared to tax site locations, from https://dclgapps.communities.gov.uk/imd/iod_index.html

We will work closely with Employer Representative Bodies (ERBs) delivering Local Skills Improvement Plans (LSIPs) – such as EMC and the Federation for Small Businesses (FSB) - and major economic development initiatives with strong skills components. This includes STEP Fusion, a long-term collaboration between EMCCA and the UK Atomic Energy Authority (UKAEA) to boost fusion energy training, and the [East Midlands Investment Zone](#), which is investing £12-16m to deliver:

- Careers education, information, advice and guidance
- Curriculum planning and coordination including a skills framework to strengthen relationships between educators and businesses
- Apprenticeships, modular training, and STEM at Level 3+
- Skills infrastructure and facilities
- Mentoring and access- to-opportunity programmes

Our Interventions

To create a thriving skills ecosystem, we will engage three key stakeholder groups:



EMPLOYERS

Need the clarity and confidence that the skills they require to build and grow their business are readily available. This includes the transferable skills and behaviours to match their own values and aspirations.

PROVIDERS

Must have the visibility of growth sectors and emerging requirements, as well as the equipment, knowledge and capacity to respond to employer needs.

COMMUNITY

Will look to the Freeport as an opportunity, providing them with the support and pathways to enable them to develop, grow and access a rewarding career.

Short-Term Priority Interventions

In line with our approach and principles, we will prioritise a few interventions that will make an early impact on our skills objectives. Interventions have been identified with and are supported by our partners, ensuring alignment and avoiding duplication.

Early interventions will be “no-regrets”, informed by our evidence base, delivering against known skills gaps in our target sectors, and providing transferable skills. We will seek to provide investors with the confidence to locate in the East Midlands and ensure we can flex skills provision and quickly mobilise to meet their needs over time. As employers locate at the Freeport, and we have an understanding of their specific skills requirements, our interventions will evolve to target specific needs.

INVESTORS

1. Mobilisation Model: A rapid-response service to help investors define skills needs, access talent data, and connect with local training and recruitment support.

PROVIDERS

2. Skills Prospectus: A showcase of regional strengths in FE, HE and specialist training, proving East Midlands as a skills-rich destination for investment.

COMMUNITY

3. Skills and Community Equity Fund: Grants for initiatives that raise aspirations, remove barriers, and deliver transferable skills in disadvantaged communities.

4. Future Energy Skills Hub: A partnership with EMIoT to develop technical pathways for advanced manufacturing and low-carbon sectors.

1. Mobilisation Model

Businesses need confidence that they can recruit the right people with the right skills in the East Midlands. Without this assurance, we risk losing investment and jobs.

Our Mobilisation Model will deliver that confidence by providing tailored data, clear pathways, and rapid support.

We will procure a partner to:

- Help investors identify short-term and future skills and talent requirements and anticipate changes over time (if required)
- Provide insight into the regional workforce and skills pipeline
- Signpost investors to local skills programmes, funding, and providers to build capacity and secure the skills they need
- Support businesses to engage hard-to-reach groups and communities furthest from work
- Offer recruitment support (at occupier cost) to accelerate hiring

The partner will be ready to respond quickly and mobilise skills support - making the Freeport an attractive, investment-ready location.

This Mobilisation Model also enables skills packages to address skills shortages through bootcamps, sector-based academies or modular training, funded by retained business rates as required.

2. Skills Prospectus

The East Midlands offers exceptional skills provision - from Leicester College's engineering facilities to University of Derby's digital expertise, Emtec and MIRA's automotive training, and world-class decarbonisation research at Nottingham and Loughborough Universities. These specialisms can be a huge draw for businesses who want access to relevant skills pathways and university expertise.

We will develop and launch a Skills Prospectus that will:

- Showcase regional strengths to attract investors and reinforce confidence in local talent
- Signpost to providers and programmes to help businesses access existing provision
- Raise awareness among local people, including young learners, about training opportunities and future careers
- Promote EMF opportunities and the roles emerging across our tax sites
- Strengthen collaboration between providers and employers to drive, demand-led provision and close skills gaps

3. Skills and Community Equity Fund

We will launch the Skills and Community Equity Fund, in early 2026, using retained business rates (and later the tax site levy) to deliver early impact in communities around our sites.

This Fund will support initiatives that:

- Promote Freeport opportunities in hard-to-reach groups and target communities
- Connect people to existing training and funded schemes targeting sector skills gaps
- Raise aspirations, especially among young people
- Provide transferable skills and behaviours for suitable EMF roles
- Overcome barriers to employment such as transport and health challenges
- Address inequality and increase workforce diversity
- Support employers to embed social value in skills planning

We will prioritise projects that target known gaps (e.g. green, digital, engineering, leadership and management), deliver short or modular interventions that are highly accessible, and build on existing successful schemes.

We will also leverage private sector support and match funding to maximise impact.

4. Future Energy Skills Hub

We have invested £145k to date in the Future Energy Skills Hub (FESH), and further investment is planned, subject to a robust business case. Led by the EMIoT, FESH brings together Derby College Group, Loughborough College, the University of Derby, Loughborough University, and industry partners to deliver high-quality technical training.

Phase one focusses on identifying future energy skills needs - energy efficiency, energy infrastructure, and future fuels - and designing a curriculum to address skills shortages. We will continue to work with EMIoT to build a long-term pipeline of talent for advanced manufacturing and low carbon sectors, ensuring delivery against agreed KPIs.

Medium to Long-Term Interventions

We will expand our role as a connector and catalyst, driving interventions that respond to emerging demand and strengthen the regional skills ecosystem. Our focus will include:

- Signposting employers and communities to high-impact opportunities such as apprenticeships, specialist courses, talent funds, and travel-to-work schemes
- Convening stakeholders to shape collaborative solutions
- Commissioning and funding targeted programmes that close critical skills gaps

These actions will evolve with investor needs and complement existing regional provision. We will also leverage additional funding streams - including devolved skills budgets, East Midlands Investments Zone resources, new national programmes, and private sector investment, to maximise impact.

Communications

We will deliver a targeted communications plan to raise awareness of Freeport opportunities and engage employers, providers and communities. This plan will ensure consistent messaging and reach across all stakeholder groups.

FE AND HE PROVIDERS	TRADE UNIONS	CHARITY AND OTHER PROVIDERS	CAREERS HUBS
LOCAL AUTHORITIES	EMCCA	L&L BUSINESS AND SKILLS PARTNERSHIP	DWP
JOB CENTRE PLUS	COMMUNITIES	EMPLOYERS	TAX SITE OPERATORS



Governance

We will utilise our own and our partners' governance structure.

EMF Board	→ Approve the plan and reviews progress and funding every six months
EMF Public Sector Directors	→ Approve funding allocations to the Skills and Community Equity Fund
EMF Skills Working Group	<ul style="list-style-type: none"> → Include representatives from local Careers Hubs, FE colleges, universities, DfE regional adviser, DWP, EMC, FSB, EMCCA, L&LBSP, Trade Union, TSOs, and Voluntary and Community Sector (VCS) organisations or those that can represent communities and target groups → Provide advice on implementation of the plan, including procurement of the mobilisation partner and development of the Skills Prospectus → Volunteer members (inc. public and private sector representative) to assess applications to the Skills and Community Equity Fund, and approve shortlisted projects → Identify and prioritise interventions that deliver longer term impact → Meet quarterly to maintain regular engagement and monitor progress
Employer Forum	→ To be activated as sites become occupied to ensure employer voice in skills planning (note EMG1 has an existing employment group that EMF will engage with)
Provider Engagement and Circulation	→ Maintain regular one-to-one engagement and updates
EMCCA Skills and Employment Committee	<ul style="list-style-type: none"> → Seek EMF attendance → Provide regular updates → Ensure alignment with EMCCA and East Midlands Investment Zone initiatives and investments

Monitoring and Evaluation

We will track and report progress rigorously, meeting MHCLG requirements and our own KPIs, including:

- Jobs created
- Employees with NVQ4+
- Apprenticeships delivered
- Skills program participation and completion rates
- Location and impact of interventions
- Employers engaged
- Teaching staff and careers advisors upskilled
- Equalities indicators

Our monitoring will align with [Gatsby Benchmarks](#) and include EMF investment, match funding secured, and measurable outcomes such as guaranteed interviews and roles secured.

APPENDIX A: INDICATIVE APPROACH OVER THE LONGER-TERM

Intervention	Description	Outcome	Target Group Employers (E) Providers (P) Communities (C)
Brokerage Service and Talent Fund	Supporting local people to engage in EMF skills initiatives, providing requisite transferable skills and behaviours, and access employment opportunities including through guaranteed interviews and bursaries	High proportion of local employment	C E
Bootcamp Programme	Re-launching existing relevant bootcamps under the Freeport brand and developing new courses as required to support reskilling/ upskilling towards EMF employer skills requirements	Investors successfully recruit to vacancies Skills provision is dynamic and flexible to changing demands Demonstrable increase in people with qualifications	E C
Raising Aspiration and providing Workplace Experiences	Working with Careers Hubs and other partners to raise awareness of EMF opportunities and careers of young people (and parents), providing work experience and influencing skills pathways	High proportion of local employment Demonstrable increase in people with qualifications Providers report an increase in enrolments to existing courses	C
Specific Curriculum/ Course Provision	Content developed for known skills gaps, e.g. green, digital, engineering, leadership, management. Partnerships with relevant professional networks	Providers are able to flex curricula and pathways to meet demand	P
Fit for the Future	Building relationships between employers and providers to support development of skills of the future, including access to facilities and equipment, masterclasses and teacher training	A coherent regional skills offer with a deep understanding of sector needs Strong relationships in place between employers and providers Providers are able to flex curricula and pathways to meet demand and have access to sufficient and suitable skilled teaching workforce Skills provision is dynamic and flexible to changing demands	P
Construction Skills	Assess skills requirements during the EMF construction phase and interventions required to support delivery	High proportion of local employment	E C
Apprenticeship Hub	Cross EMF promotion of apprenticeship opportunities, engaging with the East Midlands Apprentice Ambassador Network (EMAAN)	Providers report an increase in enrolments to existing courses Demonstrable increase in people with qualifications Investors successfully recruit to vacancies	C P E
Graduate Scheme	Cross EMF promotion of graduate opportunities	Increased Graduate retention Investors successfully recruit to vacancies	C E
Recruitment Platform and Careers Fairs	Platform and initiatives to promote vacancies across tax sites	Investors successfully recruit to vacancies High proportion of local employment	E C
Escalator Model	Dovetailing with EMCCA's Opportunity Escalator, provide an escalator model to support lifelong learning and access to career development opportunities	Demonstrable increase in people with qualifications and higher-level qualifications Creation of high-paid, high-skilled roles, with pathways for upskilling and career development	C
Targeted Inclusivity Initiatives	A range of campaigns and initiatives to increase inclusivity and representation of local communities, such as: EMF role models, mentoring, promoting gender and ethnicity pay gap reporting, boosting the weighting of social value in EMF procurement and for use of EMF funds	High performing Equalities Indicators	C E
Travel to Work Schemes	Working with developers and TSOs to ensure accessible, affordable travel to work options are available, including mass transit and car share schemes	High proportion of local employment	C

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