



Executive Board

Draft EMC Business Plan 2016/17

Summary

The following report provides details the proposed work programme/business plan as the focus for EMC activity during 2016/17.

Recommendations

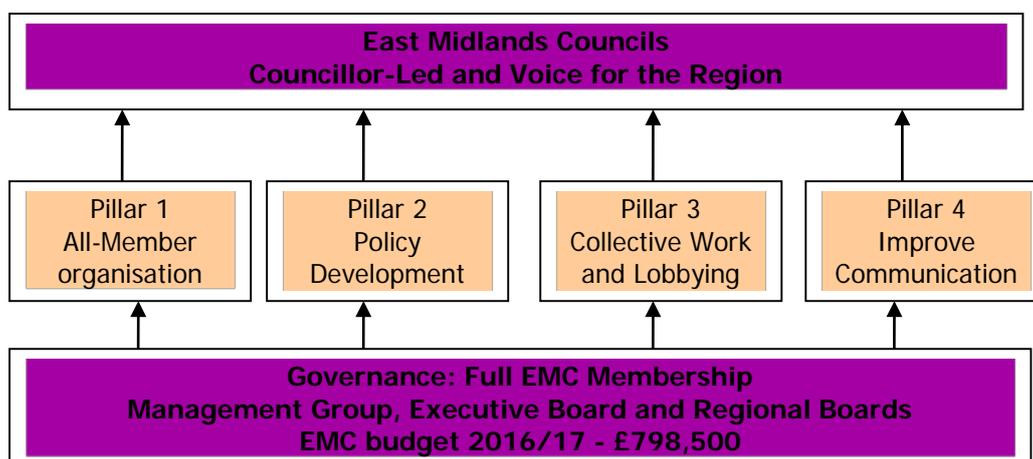
Members of the Executive Board are invited to consider and endorse the draft EMC business plan.

1. Introduction

- 1.1 The draft business plan for 2016/17 that will include a statement of EMC's objectives and proposed activity over the next 12 months. As a membership body, the priorities of EMC should be developed and agreed by member councils and clearly presented for review, not just in order to promote an understanding of the roles and responsibilities of EMC, but also as a measure against which our performance and value as an organisation should be judged.
- 1.2 Against this business plan, EMC must be flexible and respond to the changing priorities and challenges faced by the sector. Therefore, the activities within it may change if Members require it to. However, within this context, the business plan should reflect issues highlighted through initial consultation with our membership and so provide the basis for work in the coming year.

2. Focus of Business Plan

- 2.1 The focus for the Business Plan is suggested to continue by the agreed '4 pillar' approach unanimously agreed by Members, as shown by diagram below and summary attached as Appendix 7(a) Business Plan Summary:
- All-Member Organisation.
 - Policy Development.
 - Collective Work and Lobbying.
 - Improve Communication.



- 2.2 The 4 pillar approach will continue to provide the framework for the proposed programme of work. While some issues inevitably relate to more than one pillar of work, this approach does provide clarity on the focus of organisational activity against

the priorities identified by the independent review and unanimously agreed by Members.

- 2.3 Members will be aware that EMC's budget has reduced significantly and there are less resources to support the delivery of the agreed work programme, both in terms of staff and wider financial resources. This in turn requires sharp focus on those areas of activity that are considered to be priorities for our membership alongside opportunities for increasing income. Learning from the 2015/16 business plan is reflected by a revised member and officer development programme where a smaller number of larger events will maximise income opportunities and minimise cost.

a) Pillar One

- 2.3 EMC has adopted an 'all-member' approach and secured greater member involvement – however, there is some way to go before a significant number of the 2000 councillors in this region regularly engage. However, through extending the 'offer' to all councillors in membership to be actively involved in some way in the work of EMC, the focus is wider than just the limited number of councillors who comprise the actual membership of East Midlands Councils.
- 2.4 For 2016/17, EMC should offer further opportunities for councillors to engage and influence the work of EMC, including policy development, attendance at Parliamentary events and full EMC meetings.
- 2.5 This should include the delivery of a comprehensive member development programme and 'all-member' events on issues of significant importance to councils that *may* include:
- Devolution and Combined Authorities
 - The EU and implications of June referendum result
 - HS2 conference [November 2016]
 - Infrastructure conference [on the 5 regional priorities]
 - Midlands Engine conference
 - Midlands Connect
 - Migration
 - Local Government as Employers – e.g. implications of National Living Wage
 - The Future Role of Local Authorities in Education & Schools

b) Pillar Two

- 2.6 A focus on policy development, with the membership providing the mandate for action (based upon an annual work programme). In discussions with Members, the following issues have been highlighted for policy development work (with its links to collective work and lobbying):

- Housing – informed by the final report of the review into housing pressures in the East Midlands.
- Health – informed by the recommendations of the regional health review.
- Lead member networks for children, adult social care, and health & wellbeing boards.
- Migration – specifically asylum dispersal and Syrian resettlement programme.
- To support and provide clarity where the response and/or position is the policy perspective of councillors (as individuals), for example, rather than of councils (as corporate bodies).

c) Pillar 3

- 2.7 More effective collective work and lobbying. The identification of practical solutions and policy responses should link campaigning to the collective work of member councils, specifically in conjunction with the work of the All-Party Parliamentary Group of MPs (East Midlands) and LEPs.
- 2.8 The core elements of this pillar of work are proposed to include:
- HS2.
 - Midlands Engine.
 - Midlands Connect.
 - The delivery of the 5 regional strategic infrastructure schemes, with the development of successor programmes.
 - Migration.
 - Regional Employers' Organisation.

d) Pillar 4

- 2.9 The objective remains to improve communication with the membership and outside partners to better promote the identity and profile of the region alongside the value of the organisation. In particular, there is an opportunity to:
- Further support the platform for councillors' leadership, the promotion of good practice and encouraging the better use of online forum, social media and the wider use of EMC website. Further develop links with locally based Government Departments and partner organisations, e.g. BIS, DCLG, PHE, LEPs.
 - Promote a more effective working relationship with MPs and MEPs.

3. Recommendation

- 3.1 Members of the Executive Board Group are invited to consider and endorse the draft EMC business plan.

Item 7(a)

Clr Martin Hill
Chairman

Stuart Young
Executive Director

