



Management Group Meeting

10.00am, Friday 24th May 2024

MS Teams

AGENDA

1. Apologies
2. Declarations of Interest
3. Minutes of meeting held on 8th March 2024*
4. Matters Arising
5. Chair's Report * (Cllr Martin Hill)
6. Performance Management * (Cllr David Bill)
7. Corporate Governance * (Cllr Tricia Gilby)
8. Conduct and Standards * (Cllr Jewel Miah)
9. Review of Constitution and Supporting Governance *
10. Executive Board (21st June 2024)
11. Any Other Business

* Papers attached



**EAST MIDLANDS COUNCILS
MANAGEMENT GROUP MEETING
MINUTES OF THE MEETING HELD ON 8TH MARCH 2024**

Present: Cllr Martin Hill - Lincolnshire County Council
 Cllr Sarah Russell – Leicester City Council
 Cllr Tricia Gilby – Chesterfield Borough Council
 Cllr Matthew Relf – Ashfield District Council
 Cllr Jewel Miah – Charnwood Borough Council
 Cllr Phil King – Harborough District Council
 Cllr David Bill – Leicestershire County Council
 Cllr Kate Foale – Nottinghamshire County Council

Stuart Young - East Midlands Councils
 Steve Charlesworth – East Midlands Councils
 Lisa Hopkins – East Midlands Councils

Apologies: Cllr Alex Dale – Derbyshire County Council

		ACTION
1.	Apologies	
1.1	Apologies were received from Cllr Alex Dale.	
2.	Declarations of Interest	
2.1	Cllr Martin Hill declared an interest in land to the edge of Melton Mowbray.	
3.	Minutes of the meeting held on 24th November 2023	
3.1	These were confirmed as a true and accurate record.	
4.	Matters Arising	

		ACTION
4.1	Stuart has held a further meeting with the Chief Executive of Ashfield DC and has also provided them with a summary note of benefits they have received.	SY
4.2	Cllr Jason Smithers has been confirmed as the region's representative on the LGA Executive Board. Stuart will share these papers and the summary he provides with management group members for future meetings.	
5.	Chair's Report	
5.1	Cllr Martin Hill highlighted key areas from his report.	SY
5.2	The East Midlands Combined authority elections are taking place in May. Stuart confirmed EMC officers are in discussions with the transition team and a further meeting is scheduled next week.	
5.3	Cllr Phil King asked whether EMCCA will be eligible to join EMC as an entity and also where this would sit within EMC's governance arrangements.	
5.4	Stuart Young confirmed they would be eligible to join as an authority in their own right. He confirmed that the EMC Governance is being updated and draft proposals will be brought to the next management group.	
5.5	Cllr Sarah Russell highlighted the broader issue related to alignment with the work of the East Midlands Mayor and a number of challenges that may flow on from this. She also proposed that levels of the membership levy may need to be revisited.	
5.6	Cllr David Bill requested further information on the local transport funding allocation scheme that mentioned better connectivity. He asked for clarity on what this could be spent on.	
5.7	Stuart Young confirmed that while there may be little detail currently, further information, if available, will be brought to the next meeting of the Executive Board.	

		ACTION
5.8	Cllr Russell confirmed that some funding has already been awarded through Network North. She also highlighted there needs balance for all schemes across the East Midlands.	
5.9	Cllr Matthew Relf declared that he is a candidate for East Midlands Mayoral election. He also highlighted the EMCCA board will consist of 9 members.	
5.10	Stuart Young updated members on the recent APPG meeting which was a good opportunity to further engage with MPs.	
5.11	<p><u>Resolution</u></p> <p>Members of the Management Group considered the issues contained within the report.</p>	
6.	Budgets and Financial Control 2023/2024	
6.1	Cllr Sarah Russell introduced this report and highlighted the biggest challenge is around earned income.	
6.2	Steve Charlesworth confirmed that we are still awaiting a number of Purchase Orders in order to be able to invoice for work undertaken. There will be a shortfall of approx. £34,000 at the end of the year. Most of this can be treated as an accrual as this will have been work that has been requested and completed during 2023-24.	
6.3	Cllr Jewel Miah asked whether Home Office contracts oblige a greater number of projects to be undertaken. He further asked the ESOL programme is on track, both in terms of project and budget.	
6.4	Steve confirmed that Home Office grant contains a number of additional elements, and that there has been a slight increase in overall grant.	
6.5	He confirmed that we are on track to deliver the ESOL projects. ESOL funding and grants are now amalgamated to a broader ESOL fund which will be largely spent in 2024/25, with the remainder fully committed.	

		ACTION
6.6	Cllr Phil King asked whether the Migration income could be funding which is devolved to others.	
6.7	Cllr Sarah Russell confirmed this has been looked at and flagged each year. Stuart Young highlighted that opportunities are being explored for greater commissioning of activity, potentially through member councils.	
6.8	Cllr Martin Hill highlighted in terms of this year's budget, the member development target of £8,000 has not been met.	
6.9	Steve Charlesworth confirmed this while this is part of the earned income and part of the work we do is seen as being part of the subscriptions, therefore cannot earn money on additional schemes. The Member Development budget will be amended to reflect a more realistic direct cost next year.	
6.10	Steve highlighted the Reserves policy which needs to be agreed by members. The current level of reserves stands at approximately 1 years earned income and subscriptions (not grants).	
6.11	He also highlighted investments as we hold grant money before it is spent. This is money we receive interest on. Members agreed to a £500,000 fixed term investment when a better rate becomes available.	
6.12	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Noted the actual financial position for the period to January 2024 and the associated forecast outturn to 31st March 2024. ▪ Approved a formal Reserves Policy as outlined in paragraphs 8.1 – 8.4. ▪ Agreed to the approach to re-invest a sum by means of a fixed term investment when the prevailing interest rates are more beneficial to do so. 	
7.	Draft Base Budget 2024/25 to 2025/26	
7.1	Steve Charlesworth introduced this report. Membership subscriptions have been increased by 4% as agreed at the last meeting.	

		ACTION
7.2	In relation to the earned income this has been reduced as getting less consultancy work due to authorities not requesting this work. Employees costs have been reduced accordingly. 1 person is currently employed on a casual basis.	
7.3	<u>Resolution</u> Members of the Management Group: <ul style="list-style-type: none"> Endorsed the base budget for 2024/25 and 2025/26 (subject to any amendments) for consideration and approval at the Executive Board on 22nd March 2024. 	
8.	Performance Management	
8.1	Cllr David Bill introduced this report and confirmed the business plan KPIs are on-track to be delivered with the exception of officer CPD.	
8.2	He expressed concern around MPs engagement.	
8.3	Cllr Hill raised concern in relation to attendance at meetings and highlighted the use of substitutes at meetings.	
8.4	Stuart Young stated have looked at Hybrid meetings for the EMC meetings, however it is felt generally useful to hold these meetings in person. Cllr Russell suggested if we had a speaker at these meetings this could be via webcast if they are not able to make it in person.	SY
8.5	Members agreed to discuss this further at the next meeting.	
8.6	<u>Resolution</u> Members of the Management Group: <ul style="list-style-type: none"> Considered year-end position against each of the KPIs for 2023/24 as a measure of delivering the agreed business plan. 	
9.	Corporate Governance	
9.1	Cllr Tricia Gilby introduced this report and confirmed there are no significant issues.	
9.2	Issues relating to EMCCA will be included within EMC's risk register.	SY

		ACTION
9.3	There is a delay in relation to the internal audit and we are still awaiting feedback on the supporting information provided and the draft final report.	
9.4	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Considered and endorsed the Annual Risk Statement and Risk Register, the key controls in place and any proposed action to be taken. ▪ Noted the ongoing internal audit review. ▪ Noted the exemption to tender, as detailed in Section 4 of the report. ▪ Considered the changing nature of, and the approach to, the management of organisational risk. ▪ Noted developments in relation to the internal audit review. 	
10.	Conduct and Standards	
10.1	Cllr Jewel Miah introduced this report. He highlighted that there are currently 2 member declarations of interest outstanding.	
10.2	<p><u>Resolution</u></p> <p>Members of the Management Group noted the contents of the report.</p>	
11.	Executive Board – 22nd March 2024	
11.1	<p>Members discussed and agreed on the agenda for the forthcoming Executive Board meeting on 22nd March 2024. The following reports will be included in the papers:</p> <ul style="list-style-type: none"> ▪ Chairs Report – including key regional issues facing the East Midlands ▪ Standing reports ▪ Presentation from the LGA Chair on local government issues. ▪ Budget and business plan need to be agreed. <p>This will be a face-to-face meeting.</p>	

Item 3

		ACTION
12	Any Other Business	
12.1	None.	



**Management Group
24th May 2024**

Chair's Report

Cllr Martin Hill OBE

Summary

The following report provides a summary of the outcome of the Mayoral, Police and Crime Commissioners and Local Government elections held on 2nd May 2024, including its implications upon the governance of East Midlands Councils.

Recommendations

Members of Management Group are invited to advise on the outcomes and implications of the local government elections.

1. Election Results

1.1 On 2nd May 2024, elections were held for the Mayor of the East Midlands Combined Authority, Police and Crime Commissioners and Lincoln City Council (one-third) that remained Labour majority controlled.

1.2 Claire Ward (Labour) was elected as the first Mayor of the East Midlands County Combined Authority. The election results are as follows:

	<u>Total votes and share</u>	
Claire Ward (Labour)	181,040	(40.3%)
Ben Bradley (Conservative)	129,332	(28.8%)
Frank Adlington-Stringer (Green)	50,666	(11.3%)
Alan Graves (Reform UK)	49,201	(10.9%)
Matt Relf (Independent)	23,359	(5.2%)
Helen Tamblyn-Saville (Lib Dems)	15,970	(3.6%)

1.3 On behalf of EMC, the Chairs and Vice-Chairs wrote to Claire Ward in way of introduction and offering congratulation on her election as Mayor. Specifically, it highlighted the potential for alignment of work across a number of areas. These letters are attached as Appendices 5(a) and 5(b).

1.4 At an officer level, our recent discussions with the interim EMCCA Chief Executive and directors have been positive, but obviously the way forward will be dependent upon the view of the Mayor. Officers will be in touch with colleagues at EMCCA to secure an early introductory meeting.

1.5 The Police and Crime Commissioners are confirmed as:

- Derbyshire Nicolle Ndiweni (Labour)
- Leicestershire and Rutland Rupert Matthews (Conservative – Hold)
- Lincolnshire Marc Jones (Conservative – Hold)
- Northamptonshire Danielle Stone (Labour)
- Nottinghamshire Gary Godden (Labour)

2. Regional Political Balance

2.1 While there were local authority elections elsewhere in the county, the only local authority election held in the East Midlands was at Lincoln City Council (Labour hold) where 11 seats, one from each of the 11 wards in the city, were up for election.

2.2 The effect on political balance is consequently minimal, although for completeness the updated figures are provided below. Members are reminded that political balance is based on political proportionality information provided

by the LGA rather than the number of councils held by each political group, and do not include mayoral and PCC elections.

- 2.3 Members may note that the change appears disproportionately high given that only 11 seats were up for election in 1 district council, but it should be noted that the figures also incorporate all by-elections over the last year and updated electorate figures.

Political Balance	All authorities	
	2023/24	2024/25
Conservative	48.0%	46.9%
Labour	31.4%	31.6%
Liberal Democrats	7.9%	8.2%
Independent/Others	12.7%	13.3%

- 2.4 The distribution of Board places is unaffected, and is as follows:

	Con	Lab	Lib Dem	Other	Total
	46.9%	31.6%	8.2%	13.3%	100%
Added (40)	19 (18.76)	13 (12.64)	3 (3.28)	5 (5.32)	40
REB (15)	7 (7.035)	5 (4.74)	1 (1.23)	2 (1.99)	15
Migration (15)	7 (7.035)	5 (4.74)	1 (1.23)	2 (1.99)	15

3. New Leaders

- 3.1 While we may be approaching May and a time of Councils' Annual Meetings when the leader is confirmed, in advance of this there are 3 changes in leadership to highlight, in both instances where the previous leader has stood down.

- Lincoln City Council – Cllr Naomi Tweddle
- Nottingham City Council – Cllr Neghat Khan
- West Northants Council – Cllr Adam Brown

- 3.2 As Nottingham City Council and West Northants Council have membership of EMC's Executive Board, Cllr Khan & Cllr Brown will be invited to accept a place on the Board.

4. Annual General Meeting

- 4.1 EMC's AGM is scheduled for 9.30am, Friday 12th July. It is planned to hold this meeting face to face.

5. Recommendation

- 5.1 Members of the Management Group are invited to advise on the outcomes and implications of the local government elections.

Cllr Martin Hill OBE
Chairman
East Midlands Councils

7th May 2024

Mayor Claire Ward
East Midlands Combined County Authority
Northern Gateway Enterprise Centre
Saltergate
Chesterfield
S40 1UT

Dear Claire

On behalf of East Midlands Councils, may we take this opportunity to offer our congratulations on your election as the first Mayor of the East Midlands Mayoral County Combined Authority.

As you will recall from when you attended the recent Annual General Meeting, East Midlands Councils is the partnership body that works on behalf of all Local Authorities in the East Midlands, and as Chairs and Vice-Chairs of EMC, we look forward to working with you and colleagues at the Combined Authority on areas of common interest.

Clearly there are a number of potential areas for collaboration across the range of respective responsibilities, and we look forward to the time when we are able to discuss these in more detail with you.

In advance of this, we would like to highlight a number of these areas for initial consideration. With EMCCA status as a new local authority, there is potential for our organisations to collaborate on Local Government Workforce & Member Development programmes, and we understand that EMC is already provided initial support in this regard. We would be keen to explore these opportunities through the Regional Employers' Board and Joint Council, and our offer to EMCAA for your Members and Officers to participate in networks and access EMC services.

Transport and Growth is a key issue for the region and there are significant opportunities to significantly boost leadership and influence on strategic transport and infrastructure by aligning the work of Transport for the East Midlands (TfEM), which brings together the region's ten existing local transport authorities, and EMCCA's growth objectives and role as the new Local Transport Authority for its area.

You may be aware of East Midlands Council's role as the region's Strategic Migration Partnership, as designated by the Home Office, to lead on asylum and refugee resettlement. We note with interest your commitments to address housing pressures and homelessness and given the impact of asylum dispersal and refugee resettlement, we would be delighted to explore the potential for collaborative work on these matters.



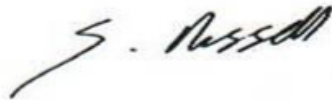
There is sound basis of collegiate work amongst councils in the East Midlands and we know that colleagues would welcome your engagement in the leadership and governance structures for the wider region. We understand that the Chair of Transport for the East Midlands, Sir Peter Soulsby, is also writing to explore the opportunities on regional infrastructure and transport opportunities.

Again, we extend our warmest welcome and congratulations to you on becoming Mayor and look forward to working in partnership with you in securing the best for the East Midlands.

With best wishes



Cllr Martin Hill
Chair
East Midlands Councils



Cllr Sarah Russell
Vice Chair
East Midlands Councils



Cllr Tricia Gilby
Vice Chair
East Midlands Councils



Mayor Claire Ward
East Midlands Combined County Authority
Northern Gateway Enterprise Centre
Saltergate
Chesterfield
S40 1UT

By email to: claire.jansons@eastmidsdevo.org.uk

7th May 2024

Dear Claire

Many congratulations on your election as the first EMCCA Mayor.

As Chair of TfEM, I very much look forward to working with you to our mutual benefit and that of the whole East Midland region.

As you will be aware, TfEM was established in 2017 to bring together the 10 existing Local Transport Authorities in the region, under the auspices of East Midlands Councils.

In 2020 TfEM signed a long-term Collaboration Agreement with the Department for Transport to provide local input into the management of rail services delivered by East Midlands Railway (EMR). Through a shared staffing and technical resource this enabled us to directly inform the priorities of DfT and to develop a strong relationship with EMR management. The recent announcement by EMR of a major refurbishment of regional rolling stock has been a major success for TfEM, and we are looking forward to the roll out of new state-of-the-art Aurora inter-city trains starting in early 2025.

TfEM has also developed jointly with Midlands Connect a set of shared priorities for major infrastructure investment. I enclose the latest iteration our 'shared vision' document which we will be publishing shortly. I am sure that many of these priorities will represent common ground between us. Whilst progress has been limited in some areas, after a lot of collective effort we are anticipating positive investment decisions on



the next phase of Midland Main Line Electrification and on the A46 Newark Bypass in the near future.

Moving forward, I believe there is already the basis to establish a strong complementary agenda between EMCCA and TfEM for the benefit of the whole East Midlands Region.

To that end, I would like you to invite you to attend our next TfEM Board meeting on the 19th June 2024 (10.30 am via Microsoft Teams) to introduce the rest of the Board and to have an initial discussion on common transport priorities. Andrew Pritchard of East Midlands Councils can assist with the practical arrangements (andrew.pritchard@emcouncils.gov.uk).

I look very much forward to hearing from you.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'P Soulsby', with a stylized flourish at the end.

Sir Peter Soulsby
Chair of Transport for the East Midlands



**Management Group
24th May 2024**

Lead Member Report

Cllr David Bill

**Performance Management
Key Performance Indicators 2024/25 against Business Plan**

Summary

This report updates Members of the Management Group on the approach to measuring performance of EMC against its agreed Business Plan 2024/5.

Recommendations

Members of the Management Group are invited to consider and endorse the proposed key performance indicators for 2024/5.

1. Introduction

- 1.1 The Management Group, as agreed in its terms of reference, has responsibility for performance management specifically, 'to ensure that non-financial performance is properly monitored and to review EMC progress in delivering its annual key performance indicators and report appropriately to the Executive Board'.
- 1.2 The Business Plan is a formal statement of EMC's objectives for 2024/25. The Business Plan was developed in consultation with Members and agreed by Executive Board at its meeting in March 2024, and attached as Appendix 6(a).
- 1.3 This report proposes a set of KPIs for 2024/25 to measure progress against the business plan. The proposed KPIs reflect the revised approach of the current business plan, where EMC will work across four themes: **evidencing, influencing, collaborating and delivering**. The proposed KPIs and supporting information is attached as Appendix 6(b).

2. Summary of Performance against Business Plan

- 2.1 Performance is measured against these KPIs in this interim period (Q1, 2024/25). Future reporting will be within any changes to the KPIs as agreed by Management Group.

KPI 1 – Evidencing proposals for change and improvement.

- a) To undertake an annual satisfaction survey of member councils on the provision of direct support services.
✓ On Target
- b) To provide EMC Councillors and officers with a weekly policy brief and monitor feedback on a 3 month basis.
✓ On Target
- c) Improve engagement with our membership with at least 50% of all councils in membership accessing EMC virtual networks and platforms to further support opportunities for councillors' leadership.
✓ On Target
- d) To provide benchmarking information and sharing of data and practice to inform decision-making and improvement.
✓ On Target

KPI 2 – Influencing national decisions and decisions makers.

- a) Establish an effective relationship and joint approach between councillors, combined authority mayor(s) and MPs through:
- Holding at least 3 joint events and/or summits.
 - The agreement of joint priorities as the basis for collective work.

✓ **On Target**

- b) Develop a portfolio of agreed policy positions on issues as identified in the Business Plan including:
- Review asylum contingency and dispersal arrangements.
 - Progress delivery of Regional Employers & Joint Council priorities
 - Lead member networks for children's services to meet on a quarterly basis.

✓ **On Target**

- c) Secure Parliamentary debate on securing additional investment into the East Midlands.

✓ **On Target**

- d) Alignment and support to the work of Combined Authorities in the East Midlands.

✓ **On Target**

- e) Responses to consultation on proposed changes to employment law and national pay negotiations.

✓ **On Target**

KPI 3 – Collaborating across the sector and with national bodies to deliver shared outcomes.

- a) Maintain attendance at formal meetings of East Midlands Councils and its Boards.

The full cycle of Board meetings is yet to commence.

- b) To maintain levels of council membership of EMC (40 councils, as of 1st April 2024).

✓ **On Target**

- c) Working with Midlands Connect, MCCA(s), LEPs and local authorities to:
- Progress the implementation of the 8 agreed infrastructure priorities.
 - Develop a shared long term approach through 'Midlands Connect'.
 - Make progress in the development and delivery of Midlands Engine proposals.

✓ **On Target**

- d) Provide strategic political leadership for the implementation of Network North proposals through support for:
- The EM Stations Growth Board and associated groups; and
 - The Eastern Network Partnership
 - Transport for the East Midlands

✓ **On Target**

KPI 4 – Delivering cost effective services and products on behalf of all our member councils.

- a) Provide direct membership benefits to councils through maintaining the number of councillors participating in the development, skills and briefing programmes against the 4 year average 2020-24 [baseline 168 councillor places].

✓ **On Target**

- b) Provide direct membership benefits through the provision of high quality and relevant councillor development, skills and briefing programmes. At least 75% of all course feedback is rated as 'effective/good' or 'highly effective/very good' [baseline 2023/24; 100%].

✓ **On Target**

- c) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development [baseline 2023/24; 2419 officer places].

✓ **On Target**

- d) To make demonstrable progress in delivering on core EMC policy priority areas:
- Migration
 - Housing and Planning
 - Workforce – supporting councils to progress with workforce priorities.

✓ **On Target**

- e) Facilitating networks and joint working on workforce priorities.

✓ **On Target**

- f) To respond and fully answer 95% of advice requests from member councils within 2 working days.

✓ **On Target**

KPI 5 – Organisational and People Management

- a) Maintain staff sickness rate at less than 6 days per full time equivalent (10.5 days local government average; EMC baseline [2023/24]; 1.36 days with L/T sick, 1.36 days without LT sick).

✓ **On Target**

- b) Wherever possible, to meet all staff learning and development needs, as identified by annual Staff Development Interviews (SDIs).

✓ **On Target**

3. Recommendations

- 3.1 Members of the Management Group are invited to consider and endorse the proposed key performance indicators for 2024/25.

Cllr David Bill
Liberal Democrat Group Leader
Lead Member, Performance Management



East Midlands
Councils

Business Plan 2024/25

Foreword

Welcome to the East Midlands Councils (EMC) Business Plan for 2024/25.

In the changing landscape of regional governance and service provision, EMC remains committed to making progress on those issues that matter to the sector fostering collaboration, and driving positive change and growth across the East Midlands.

As we look to the year ahead, with the creation of the East Midlands County Combined Authority (EMCCA), alongside fast progressing plans for a Greater Lincolnshire MCCA and an imminent General Election, 2024/25 will undoubtedly be a year of change for the region, requiring significant levels of resilience, adaptability, and communication.

In recognition of this, the business plan sets out our proposed work, and wider approach, for the next 12 months, collaborating across the sector and with national bodies to deliver shared outcomes; Delivering cost effective services and products on behalf of all our member councils; Evidencing proposals for change and improvement; And influencing national decisions and decision-makers.

It covers the range of EMC's programmes and services, including proposals for greater investment and infrastructure funds, our work on Network North and Levelling Up providing focused member and officer development programmes and our role as the Regional Employers' Organisation; as well as taking forward the management of important refugee and asylum resettlement programmes.

We will continue to add value to the work of our member councils, and regularly offer all councillors and officers in the region opportunities to attend our briefings, skills development, and training events. It remains important that all member councils' access at least one of EMC's discounted services during the coming year, and it is our objective to match last year's success in delivering savings for the sector of over £644,000.

We remain grateful to EMC staff, councillors, and officers across the region for their efforts and on-going engagement - and look forward to continuing to work with colleagues across the East Midlands during 2024/25.



Cllr Martin Hill OBE, Chair of East Midlands Councils

Cllr Sarah Russell, Vice-Chair of East Midlands Councils

Cllr Tricia Gilby, Vice-Chair of East Midlands Councils

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Our role and purpose

The East Midlands is a region of 4.9m people, and over the last 10 years the population has grown above the UK average and in line with London and the South East. A sizeable economy in its own right, in 2020 its 368,000 businesses generated a total regional output of approx. £134bn, equivalent to 5.9% of the UK economy.

EMC is a membership body that works on behalf of and is the voice for local government in the region, being proud to represent all 40 councils in the East Midlands: 4 county councils; 6 unitary councils, 29 district & borough councils and the Peak District National Park Authority.

Our small cohort of staff work across the range of services and programmes that EMC delivers on behalf of its member councils. Our role is to provide support to all member councils to improve their services and a strong collective voice for the East Midlands on matters of strategic importance.



Our core objective is to ensure value added, whether this be through ensuring excellence in the provision of our services and sector-led support or the development of policies and delivering programmes that respond to the needs and priorities of our membership.

The common thread throughout this Business Plan is one of collaboration and partnership working. Working with our membership, through leading and developing regional networks, commissioning research and programmes, sharing learning and best practice, and supporting the development of joint approaches, we aim to build a stronger, more effective regional partnership for the benefit of its councils and their communities.

What we do

Local Government Workforce & Councillor Development

EMC is the statutory Employers Organisation for local government in the East Midlands. We represent the interests of councils as employers, providing support on workforce issues and development including councillor development. EMC also provides the Regional Joint Council which brings together employers and trade union representatives and gives support to councils on dispute resolution.



Asylum & Refugee Resettlement

EMC, through its Strategic Migration Partnership, co-ordinates collaborative activity on asylum and refugee resettlement, managing the delivery of national UK Government programmes in support of local authorities in the East Midlands. These programmes currently include Asylum Dispersal, Ukrainian visa schemes, Afghan and wider UK resettlement schemes, the National Transfer Scheme for Unaccompanied Asylum-Seeking Children (UASC), and those arriving from Hong Kong with British National (Overseas) status.



Transport & Growth

EMC supports the work of Transport for the East Midlands (TfEM), which brings together the region's ten local transport authorities to provide collective leadership of strategic transport issues, including through a Rail Collaboration Agreement with Department for Transport. EMC also leads collective work to maximise the regional economic benefits of transport infrastructure investment and provides regular updates of key regional metrics on growth and public investment.



Strategic Leadership

EMC in partnership with East Midlands Chamber provides the secretariate for the East Midlands All Party Parliamentary Group (APPG). The APPG is an important vehicle for Local Authority and business representatives to engage with Parliamentarians, ensuring regional priorities are heard in Westminster. EMC also nominates regional representatives to the LGA Executive, LGA Asylum Resettlement Councils Strategic Engagement Group (ARCSEG), the Midlands Connect and Midlands Engine Strategic Boards, and provides the forum for collaborative activity by Children's Services Lead Members and for all 40 Chief Executives.



How we work

East Midlands Councils adds value to the work of councils across the region by:

- **Evidencing** proposals for change and improvement;
- **Influencing** national decisions and decision-makers;
- **Collaborating** across the sector and with national bodies to deliver shared outcomes; and
- **Delivering** cost effective services and products on behalf of all our member councils.

EMC with its range of roles, responsibilities, and support offer for its membership, will focus its resources where it can add value, delivering a greater impact through a regional partnership approach and securing funding to deliver against membership priorities.

EMC will continue to build effective relationships with Government Departments including with the Department for Levelling Up, Housing and Communities, Department for Transport, the Home Office, Department for Education, and the Departments for Energy Security and Net Zero, and Business and Trade.

We will also work with business, health, and voluntary and community sector partners, and play an active and supportive role with wider regional partnerships, in particular Midlands Engine and Midlands Connect.

Continuing momentum

This Business Plan builds on the outcomes highlighted in our last annual report.



£644,000

Savings delivered for councils



13

Rail Research Projects/
reviews completed or
commissioned



2471

Places taken on EMC
training & Development
programmes



54

Separate HR
assignments completed



102

Separate requests for HR
advice actioned



221

Separate pieces of legal
advice completed



1727

Vulnerable refugees
resettled in the region



61

coaches in EMC's
coaching network from
14 organisations



100%

of councils benefited
from at least one of
EMCs service offers

Our Funding

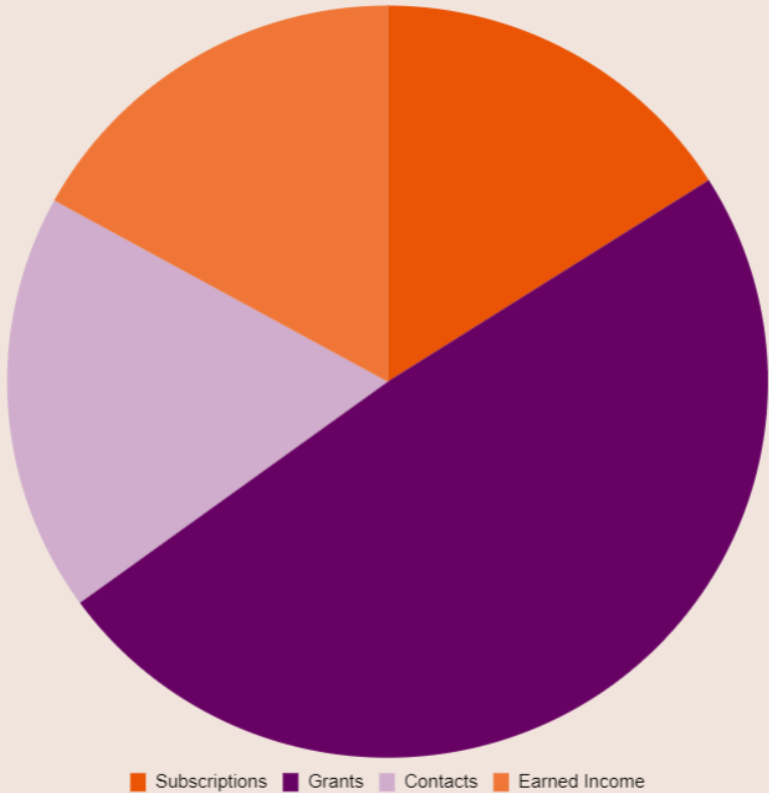
EMC continues to tightly manage its budget, ensuring a balance of income from a combination of annual membership subscriptions, grant funding in support of programme delivery and that from our traded services that are provided at a discounted rate to our membership. EMC’s total income for 2023/24 is £1,500,800 and closely aligns to the objectives of this Business Plan.

A detailed budget for 2023/4 is set out in **Annex 1**.

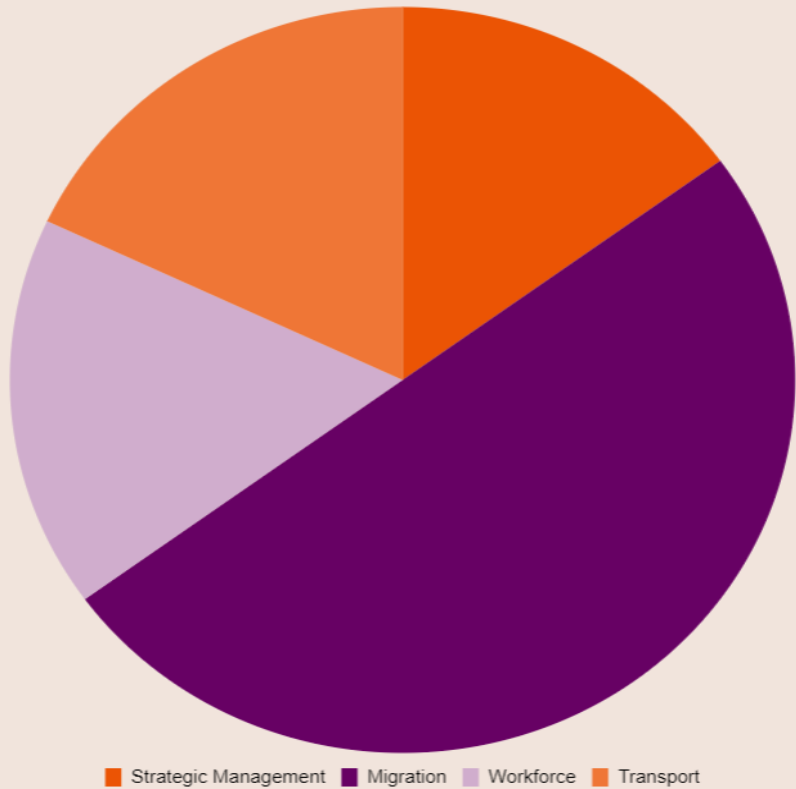
We will continue to maintain robust financial discipline ensuring EMC’s sustainability, corporate governance and risk management. In support of this, EMC will maintain a prudent level of reserves that provide for residual liabilities to be met.



Our income sources



Our expenditure



Our priorities for 2024/25

Local Government Workforce & Councillor Development



Evidencing

- Providing advice to councils and producing information and benchmarking on workforce issues, policies, and data to assist evidence-based decisions and support good practice and improvement.
- Managing events and networks to share information, advice, and good practice.
- Identifying common challenges and solutions, to support councils in attracting, developing, and retaining a skilled workforce.

Collaborating

- Working through the Regional Employers Board and Regional Joint Council to agree and progress workforce priorities and councillor development requirements for the East Midlands.
- Facilitating regional and county-based networks on workforce and councillor development issues, as well as cyber security, equality diversity and inclusion, performance, and scrutiny.
- Brokering discounted access for councils to systems and services so delivering direct savings back to our membership.

Influencing

- Leading regional consultation on national pay developments and employment law proposals to reflect the needs of councils in the East Midlands.
- Acting as the conduit between national bodies and local authorities in the region on employment and councillor development issues and initiatives to ensure the needs of councils in the region are understood.
- Providing an effective platform for councillors' leadership, either through meetings of EMC or focused summits, the promotion of good practice and encouraging the better use of online forums, social media, and the wider use of the EMC website.

Delivering

- Providing a programme of events and continuing professional development programmes to meet the needs of officers and councillors across the region.
- Providing a free advice service on employment issues, issuing a monthly bulletin, and supporting councils to progress with the regional workforce priorities.
- Delivering workforce and learning and development related support to individual councils, to provide additional capacity and expertise in a cost-effective way.

Our priorities for 2024/25

Asylum & Refugee Resettlement



Evidencing

- Providing consistent and accurate data and intelligence to underpin the regional approach and delivery of asylum dispersal, refugee resettlement and UASC National Transfer Scheme.
- Capturing key learning, good practice, and new developments and share with regional and national stakeholders to support programme development and delivery.
- Identifying gaps in provision and levels of need, including a regional analysis of UASC needs, and providing support to those arriving from Hong Kong with BN(O) status.

Collaborating

- Building collaborative, positive and constructive joint working and partnership arrangements between Local Authorities and Government Departments.
- Managing strong inter-agency collaboration (local, national government and its providers) on planning services for asylum seekers at regional and local level for asylum dispersal and accommodation procurement.
- Developing a bespoke East Midlands approach to UASC based on regionally agreed priorities, including funding, foster care capacity, specialist immigration legal advice, supported accommodation and workforce.

Influencing

- Lobbying Government for greater levels of funding and the implementation of a more proportionate and equitable asylum dispersal and refugee resettlement model.
- Pilot new approaches and build stronger relationships with Government Departments that are a result from the region's track record of innovative programme delivery.
- Undertaking research on the cost implications of UASC care leavers costs to Local Authorities within the East Midlands.

Delivering

- Delivering the revised full asylum dispersal model in conjunction with national and local stakeholders.
- Manage a proportionate and responsive mandated UASC National Transfer Scheme, placing vulnerable young people into the safe care of our Local Authorities, and facilitating the transfer of remaining Afghan refugees from bridging hotels into settled accommodation.
- Delivery of a programme aimed at increasing the number of UASC specific care placements, implementing a regional approach to age assessments, and supporting Local Authorities to address gaps in provision through the regional UASC Strategic Needs Analysis review
- Expansion of regional ESOL programme, including EMC-sponsored ESOL tutor training, creating capacity for 2,000 + extra refugee learners each year, including those from Hong Kong, Ukraine, & Afghan resettlement schemes.

Our priorities for 2024/25

Transport & Growth



Evidencing

- Producing regular updates on regional economic performance, housing delivery and investment to make the case for 'Levelling Up' the East Midlands.
- Producing analysis and research to support investment that will improve transport and deliver better outcomes for local communities and businesses.
- Providing regional input and insight into business cases developed by Network Rail, National Highways and Midlands Connect.

Collaborating

- Working through Transport for the East Midlands (TfEM) and emerging Mayoral County Combined Authorities to develop and promote shared transport investment priorities for the East Midlands.
- Working through the TfEM-DfT Rail Collaboration Agreement to secure improvements to train services and rolling stock and establishing a successor agreement with Great British Railways.
- Working through Midlands Connect and Midlands Engine to ensure that East Midlands priorities are reflected in the Annual Business Plans of both organisations

Influencing

- Supporting the Chair of TfEM and Chair of the EMC Executive Board to make representations to Ministers on issues of regional significance.
- Working with civil servants to ensure that East Midlands issues and priorities are better understood by Government.
- Communicating the benefits of regional investment priorities to MPS, business leaders and the wider public in clear and compelling ways.
- Working closely with Midlands Connect and Midlands Engine to ensure plans and strategies take full account of East Midlands priorities.

Delivering

- Publishing well evidenced Strategic Case documents to support investment in enhanced regional rail services that have wider socio-economic and environmental benefits.
- Publishing and promoting a revised set of Shared Investment Priorities.
- Holding well attended events and meetings to agree priorities, share best practice and make the case for greater investment in the East Midlands.

Our priorities for 2024/25

Strategic Leadership



Evidencing

- 'Horizon Scanning' political, economic, and social developments which will impact on local government in the East Midlands and on the region more generally.
- Support alignment with the emerging development of the East Midlands and Greater Lincolnshire Combined Authorities and responding to the priorities of new HM Government.
- Providing strategic insight to Government on the impact of national policies and initiatives in the East Midlands.
- Highlighting emerging issues of political concern to Ministers and senior civil servants.

Collaborating

- Bringing together key partners at both the political and chief officer level in providing a voice for the region to develop joint approaches to common priorities, including local government finance, health, and adult social care.
- Developing and agreeing a collective approach to inform the Midlands Engine work programme to increase regional investment, productivity, and growth.
- Through the mutually supportive arrangements between Lead Members and Directors, to further develop a collaborative approach to improvement in children's services and adult social care.

Influencing

- Deepening links with locally based Government Departments such as the Department for Business and Trade, DLUHC, DHSC & UK Health Security Agency and with the emerging Mayoral County Combined Authorities and LEPs to align responsibilities and work programmes thereby maximising influence.
- Making representations to and engaging with national decision makers on strategic matters and common priorities relating to Local Authorities in the East Midlands
- Work with EM Chamber to provide the secretariat for the East Midlands APPG to ensure the region's voice is heard in Parliament on key issues.

Delivering

- Deliver a nationally exemplar programmes of sector-led improvement for children's services, including jointly funded regional immigration legal advice and training, and programme to improve foster care capacity.
- Amplifying and add value to the work of partners through collective leadership on matters of strategic importance to the East Midlands.
- Publishing a compelling Strategic Case document in support of the full electrification of the Midland Main Line.
- Ensure that the East Midlands APPG meets at least three times over the next 12 months and is supported by an agreed work programme.

Measuring our impact

The Business Plan is a formal statement of EMC's objectives for 2024/25.

The Management Group, as agreed in its terms of reference, has responsibility for performance management to ensure that non-financial performance is properly monitored and to review EMC progress in delivering its annual key performance indicators and report appropriately to the Executive Board.

Each year, a set of key performance indicators are agreed as the basis to measure the success of EMC's delivery against the agreed business plan. Progress is reported on a quarterly basis, and available on our website.

Alongside our focus on Evidencing, Influencing, Collaborating and Delivering; there are a number of key outcomes that EMC will aim to achieve within our core subscription offer during 2024/25 business plan period. We will report against these quarterly, where applicable, and as part of the Annual Report presented to the Annual General Meeting in July 2024.

- Member authorities receive tangible value for money from their subscription, and the level of savings returned to each member council will exceed their level of subscriptions.
- Member authorities feel that they are better informed as a result of EMC policy briefings, training, development, and events.
- Members feel that EMC has represented their views and advocated on their behalf with Government and other strategic partners.
- EMC activity has provided a responsive and effective channel for engagement with central government officials and other strategic partners.
- EMC provides leadership on employment matters through its role as the Regional Employers' Organisation and maintains constructive relationships with Trade Unions at the regional level.



Communicating our impact

Throughout the next year, with the establishment of the new East Midlands Mayoral County Combined Authority, along with an impending General Election, it's vital now more than ever that councils are kept up to date with the latest updates and news which can affect their authorities, and EMC will continue to provide insight into the impact of these changes for our member authorities.

Following the launch of our new website, and a refreshed approach to providing clear and compelling messaging to our members via our briefings and newsletters, EMC will ensure that our members are provided with consistent and timely messaging on both regional and national updates via our website, emails, newsletters, and social media channels.

We will work closely with our membership to ensure that our communication goals continue to highlight the priorities of the East Midlands, evident through our work with key media partners where EMC will remain the voice of the East Midlands. Working with our partners and members on key messaging, EMC will continue to provide insight and context into the key issues facing our region and advocate for our priorities and needs.



Contact EMC



LinkedIn



Twitter



EMC Website



Email

Annex One

EMC Budget 2023-24

Annex Two

EMC is governed by the full Assembly of Leaders of all 40 councils in the region, which meets twice a year, and its Executive Board, meeting quarterly, and comprising the Leaders of each upper-tier council and a district leader representative from each county area. To provide oversight on key responsibilities, a Management Group operates alongside four specialist Boards:

- Regional Employers’ Board and Joint Council
- Regional Migration Board
- Transport for the East Midlands (TfEM)

The accountable body arrangements for East Midlands Councils are provided by Nottingham City Council.

EMC’s Management Team

Contact EMC

 **LinkedIn**





 **Twitter**





 **EMC Website**

 **Email**

Progress Against Key Organisational Performance Indicators (2024/25)





1. KPI 1 – Evidencing proposals for change and improvement

Key Performance Indicators 2024/2025	Progress - Financial Year 2024/25	Progress
a) To undertake an annual satisfaction survey of member councils on the provision of direct support services.	The annual satisfaction survey is scheduled to be undertaken in Q4 2024/25.	
b) To provide EMC Councillors and officers with a weekly policy brief and monitor feedback on a 3 month basis.	On track.	
c) Improve engagement with our membership with at least 50% of all councils in membership accessing EMC virtual networks and platforms to further support the platform for council leadership.	<ul style="list-style-type: none"> The performance network met in May following a successful re-launch in February 2024. Engagement levels remain, with 31 attendees from councils across the region participating in the meeting in May. Meetings are scheduled in June for the Scrutiny network, the Learning & OD network and the Equality Diversity & Inclusion (EDI) network. EMC is supporting councils with special interest groups relating to EDI so that councils can share resources/make progress more efficiently. Dates are being arranged for the Cyber Security (WARP) network for the coming year. 	
d) To provide benchmarking information and sharing of data and practice to inform decision-making and improvement	4 surveys conducted: <ul style="list-style-type: none"> Allowances for first aiders, fire wardens and mental health first aiders. HR/Payroll systems specifications for procurement. Pay benchmarking for senior roles in planning and in housing. Pay benchmarking for 2nd tier roles/Deputy Chief Executives. 	

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	



Progress Against Key Organisational Performance Indicators (2024/25)





	<ul style="list-style-type: none"> EMC is offering councils in the region the opportunity to join up with other regions and use a pay and workforce database ('Infinistats') which will enable them to benchmark key workforce information and pay with similar councils within and outside the region. A system demonstration has been arranged for 23rd May. 	
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Progress in Achieving Objective	
<i>Activity successfully completed</i>	
<i>Activity on target for completion</i>	
<i>Activity not on target for completion</i>	
<i>Activity subject to review</i>	



Progress Against Key Organisational Performance Indicators (2024/25)





2. KPI 2 – Influencing national decisions and decision makers

Key Performance Indicators 2024/25	Achievement - Financial Year 2024/25	Progress
a) Establish an effective relationship and joint approach between councillors, combined authority mayor(s), MPs and other partners, through: <ul style="list-style-type: none"> Holding at least 3 joint events and/or summits. The agreement of joint priorities as the basis for collective work 	<ul style="list-style-type: none"> TfEM has published an updated version of the TfEM/Midlands Connect Shared Vision Document (Our Shared Vision for the East Midlands (emcouncils.gov.uk)) which has now been sent to all Council leaders, MPs and also relevant PPCs – plus the new EMCCA Mayor. TfEM has co-ordinated a joint letter to Ministers in support of MMLe which has also been signed by the EMCCA Mayor, the SYMCA Mayor, Midlands Connect, TfN and both the East Midlands & Sheffield Chambers of Commerce. The East Midlands APPG is currently in abeyance pending the next General Election, but it is intended to re-establish it following the formation of a new Parliament 	
b) Develop a portfolio of agreed policy positions on issues as identified in the Business Plan including: <ul style="list-style-type: none"> Review asylum contingency and dispersal arrangements. Progress workforce priorities identified by Regional Employers & Joint Council 	<ul style="list-style-type: none"> Led regional input to Home Office proposals and agreement of regional model and allocations for revised full asylum dispersal. Implementation, monitoring and oversight from June 2024. Working with local authorities, statutory services, Home Office and accommodation providers relating to the Larger Asylum Contingency site at RAF Scampton. Addressing recruitment difficulties is a priority, and the Regional Joint Council is being updated on work to roll-out a recruitment campaign within the East Midlands following a successful pilot by the LGA in the North East. Pay is also a current area of focus, with national negotiations in progress. 	


Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	





Progress Against Key Organisational Performance Indicators (2024/25)

<ul style="list-style-type: none"> Lead member networks for children's services to meet on a quarterly basis. 	<ul style="list-style-type: none"> Children's Lead Members' schedule of meetings confirmed, and a number of policies and programmes agreed. 	
c) Secure Parliamentary debate on securing additional investment into the East Midlands.	<ul style="list-style-type: none"> The East Midlands APPG is currently in abeyance pending the next General Election, but it is intended to re-establish it following the formation of a new Parliament. In the meantime, discussions will continue with Parliamentarians about opportunities to promote regional investment priorities, also working closely with the EMCCA Mayor. 	
d) Alignment and support to the work of Combined Authorities in the East Midlands.	<ul style="list-style-type: none"> TfEM is Working with Local Authorities, Combined Authorities, Midlands Connect and EMDevCo to take forward the Government's Network North proposals and confirming future management arrangements with GBR when established. TfEM has co-ordinated a joint letter to Ministers in support of MMLe which has also been signed by the EMCCA Mayor, the SYMCA Mayor, Midlands Connect, TfN and both the East Midlands & Sheffield Chambers of Commerce. EMCCA People Lead will be attending a future Regional Joint Council meeting. EMC has been supporting EMCCA to access reward specialists to help develop and implement grade structures and job evaluation for the new organisation. 	

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	



Progress Against Key Organisational Performance Indicators (2024/25)

e) Responses to consultation on proposed changes to employment law and national pay negotiations.	<ul style="list-style-type: none"> EMC hosted the regional pay briefing and collated and submitted councils' views to inform national negotiations. A pay offer was made on 16th May 2024. 	
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Progress in Achieving Objective	
<i>Activity successfully completed</i>	
<i>Activity on target for completion</i>	
<i>Activity not on target for completion</i>	
<i>Activity subject to review</i>	

Progress Against Key Organisational Performance Indicators (2024/25)

3. KPI 3 – Collaborating across the sector and with national bodies to deliver shared outcomes




Key Performance Indicators 2024/2025	Percentage Attendance							
a) Maintain attendance at formal meetings of East Midlands Councils and its Boards.		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Progress
	East Midlands Councils	60%	69%	57%	42%	41%		
	EMC Boards	69%	74%	74%	70%	75%		





This is broken down into the following Boards.	Percentage Attendance	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Executive Board	74%	81%	70%	64%	67%	
	Management Group	76%	89%	88%	71%	82%	
	Regional Employers' Board	67%	66%	78%	60%	83%	
	Regional Migration Board	71%	62%	71%	77%	80%	
	HS2 Executive Board	61%	71%	63%	73%	74%	

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	

Progress Against Key Organisational Performance Indicators (2024/25)





	Transport for the East Midlands	63%	75%	76%	76%	63%	
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b) To maintain levels of council membership of EMC (40 councils, as of 1 st April 2024).	<ul style="list-style-type: none"> Ashfield District Council submitted notice to leave EMC membership. In line with provisions set out in constitution, termination of membership would take effect 31st March 2025. 	
c) Working with Midlands Connect, MCCAs, LEPs and local councils to: <ul style="list-style-type: none"> Progress the implementation of the 8 agreed infrastructure priorities. Develop a shared long term approach through 'Midlands Connect'. Make progress in the development and delivery of Midlands Engine proposals. 	<ul style="list-style-type: none"> TfEM has published an updated version of the TfEM/Midlands Connect Shared Vision Document (Our Shared Vision for the East Midlands (emcouncils.gov.uk)) which has now been sent to all Council leaders, MPs and also relevant PPCs – plus the new EMCCA Mayor. TfEM has co-ordinated a joint letter to Ministers in support of MMLe which has also been signed by the EMCCA Mayor, the SYMCA Mayor, Midlands Connect, TfN and both the East Midlands & Sheffield Chambers of Commerce. EMC continues to support the work of Midlands Connect through seconding Director of Policy & Infrastructure to MC two days a week. EMC continues to support the delivery of the Midlands Engine Business Plan through Executive Director undertaking the role of Vice-Chair role on Partnership Board. 	
d) Provide strategic political leadership for the implementation of the	<ul style="list-style-type: none"> EMC continues to support the EM Stations Growth Board to oversee the delivery of the DfT funded growth strategy by the end of 2024. 	

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	



Progress Against Key Organisational Performance Indicators (2024/25)





<p>Network North proposals through support for:</p> <ul style="list-style-type: none"> ▪ The EM Stations Growth Board and associated groups ▪ The Eastern Network Partnership ▪ Transport for the East Midlands 	<ul style="list-style-type: none"> ▪ EMC continues to support the Eastern Network Partnership to promote improved rail connectivity from the Midlands to the Yorkshire and the North East in the absence of HS2. ▪ At an office level EMC/TfEM is contributing to DfT thinking on future connecting through the Midland to Yorkshire and the North East (MYNE) Study. 	
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Progress in Achieving Objective	
<i>Activity successfully completed</i>	
<i>Activity on target for completion</i>	
<i>Activity not on target for completion</i>	
<i>Activity subject to review</i>	



Progress Against Key Organisational Performance Indicators (2024/25)





4. **KPI 4 – Delivering** cost effective services and products on behalf of all our member councils

a) Provide direct membership benefits to councils through maintaining the number of councillors participating in the development, skills and briefing programmes.	Baseline 2023/24	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	270	No events held				
b) Provide direct membership benefits through the provision of high quality and relevant councillor development, skills and briefing programmes. At least 75% of all course feedback is rated as 'effective/good' or 'highly effective/very good'.	100%	No events held				

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	





Progress Against Key Organisational Performance Indicators (2024/25)

	Baseline 2023/24	Quarter 1 (Up until 10.5.24)	Quarter 2	Quarter 3	Quarter 4	
c) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development.	2321	303				
d) To make demonstrable progress in delivering on core EMC policy priority areas: <ul style="list-style-type: none"> Migration Housing and Planning Workforce – supporting councils to progress with workforce priorities 	Migration <ul style="list-style-type: none"> Afghan resettlement through ARAP/ACRS continues to be actively managed with properties sourced through the MoD or private providers. To respond to on-going asylum dispersal pressures, support the delivery of the asylum ‘full dispersal model’ and exit strategy from contingency accommodation. Working with Local Authorities in addressing impact of the Home Office’s Streamlined Asylum Process. Support Lincolnshire councils and local partners in standing up the large site asylum contingency accommodation at Scampton. Develop business case to support efficiencies in joint delivery arrangements amongst East Midlands Children’s Services. Workforce <ul style="list-style-type: none"> Continuing to support councils on workforce-related issues. 					



Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	





Progress Against Key Organisational Performance Indicators (2024/25)

	<ul style="list-style-type: none"> ▪ The Challenge event was held and was extremely successful, with 14 teams from councils across the region participating. Feedback from participants has been very positive. ▪ Offering access to improved benchmarking information on pay and workforce issue to support evidence-based decision-making through an online system – Infinistats. ▪ Working in partnership with quality providers to deliver management and leadership training at a range of qualification levels. ▪ Rolling out a national recruitment campaign within the region to promote local government as an employer. ▪ Continued delivery of CPD programmes and a regional coaching pool to provide cost-effective development opportunities for the workforce within the region. ▪ To date, 16 separate assignments have been completed to provide direct support on workforce related issues. ▪ In addition, EMC is supporting the Association of Democratic Services Officers with the delivery of a national development programme. <p>General:</p> <ul style="list-style-type: none"> ▪ Co-ordinate monthly meetings of Chief Executives across the region to support engagement and delivery of policy and programmes. <p>Housing and Planning</p> <ul style="list-style-type: none"> ▪ Planning CPD programme continuing mainly as on-line webinars with one in-person event annually per programme. The sessions remain well attended and feedback positive. 	
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Progress in Achieving Objective	
<i>Activity successfully completed</i>	
<i>Activity on target for completion</i>	
<i>Activity not on target for completion</i>	
<i>Activity subject to review</i>	



Progress Against Key Organisational Performance Indicators (2024/25)





e) Facilitating networking and joint working on workforce priorities.	<ul style="list-style-type: none"> ▪ Relaunch of performance network continues to be successful, with a high level of engagement and participation at the most recent network meeting, with 33 participants. ▪ Joint working with other regional employers and the LGA to support delivery of the local government apprentice of the year event in May. ▪ EMC is supporting 6 groups of officers to work together to make progress on specific aspects of equality/diversity/inclusion. This is providing a more efficient way of working and information gained is shared amongst the wider EDI networks. 	
f) To respond and fully answer 95% of advice requests from member councils within 2 working days.	3 requests received all answered within 2 days – 100%	

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	

Progress Against Key Organisational Performance Indicators (2024/25)

5. KPI 5 – Organisational and People Management

Key Performance Indicators 2023/2024	Progress - Financial Year 2023/2024					Progress															
a) Maintain staff sickness rate at less than 6 days per full time equivalent (10.5 days local government average; EMC baseline [2022/23]; 1.36 days with L/T sick, 1.36 days without LT sick).	<table><thead><tr><th></th><th>Q1 (up until 30.4.24)</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>With L/T* Sick</td><td>1.43</td><td></td><td></td><td></td></tr><tr><td>Without L/T* Sick</td><td>0.32</td><td></td><td></td><td></td></tr></tbody></table> <p>* L/T = long term.</p> <p>These figures have been, and are likely to continue to be, impacted by the long-term sickness of 1 member of staff.</p>						Q1 (up until 30.4.24)	Q2	Q3	Q4	With L/T* Sick	1.43				Without L/T* Sick	0.32				
	Q1 (up until 30.4.24)	Q2	Q3	Q4																	
With L/T* Sick	1.43																				
Without L/T* Sick	0.32																				
b) Wherever possible, to meet all staff learning and development needs, as identified by annual Staff Development Interviews (SDIs).	Staff Development Interviews scheduled to be completed by end-March 2025.																				

Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	



**Management Group
24th May 2024**

Lead Member Report

Cllr Tricia Gilby

Corporate Governance

Summary

This report provides details on matters of corporate governance, specifically:

- EMC's Audited Financial Statement.
- Management of Organisational Risk.
- The final report and recommendations of the internal audit review.

Recommendation

Members of the Management Group are invited to:

- Consider and endorse EMC's External Financial Audit - Draft Statement of Accounts 2023-24.
- Note the summary position on organisational risk management.
- Note developments in relation to the internal audit review.

1. Internal Audit Review

- 1.1 Included within our Accountable Body SLA with Nottingham City Council are provisions for undertaking an internal audit.
- 1.2 Over the past 4 years the areas reviewed have included Governance and Separation of Duties, Risk Management, Financial Resilience, Utilisation of the new financial system, the Risk Register, gifts, hospitality and declarations of interest, write offs and refunds.
- 1.3 The most recent internal audit review is considering the management of external grant funding, specifically the DfT-funded Rail Collaboration Agreement and the Children Services' funded Regional Immigration Solicitor role.
- 1.4 The internal auditor is required to provide an opinion on the adequacy and effectiveness of internal controls in relation to the area under review. All the information required by the Auditor has been provided and any questions have been answered, but still await the draft final report and recommendation(s).

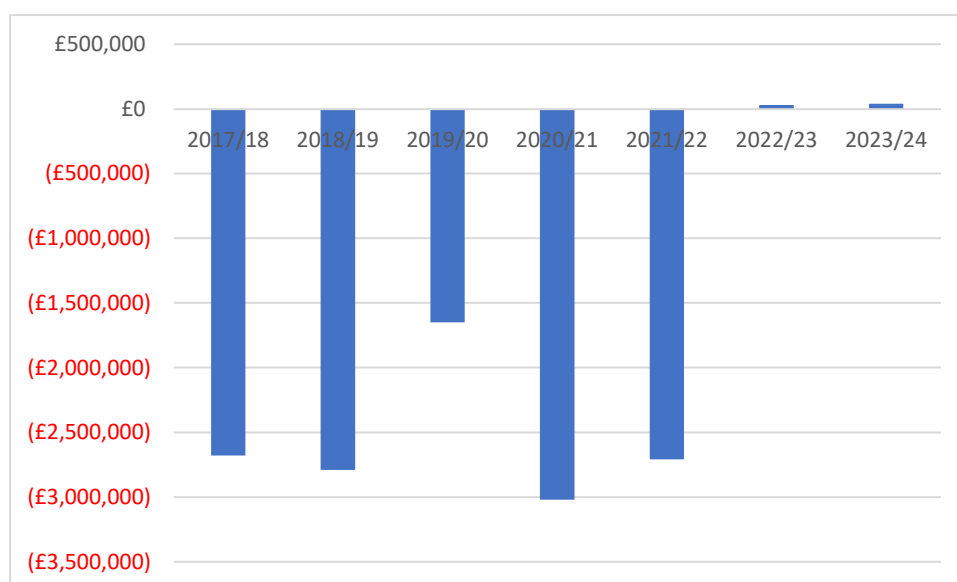
2. External Financial Audit - Draft Statement of Accounts 2023-24

- 2.1 Members are reminded of the need for a statutory audit and the production of a set of accounts to comply with the requirements of the 'Certification Office for Trade Unions & Employers' Associations' as part of EMC's role as an Employers Organisation.
- 2.2 The draft Statement of Accounts 2023-24 is attached as Appendix 7(a). The layout of the accounts is not materially different to previous years' accounts. The final Statement of Accounts, together with a copy of the AR27 form, will be forwarded to Members as soon as the external audit has been completed. Audit work will start at the end of May 2024.
- 2.3 The end of year Pension figures have not been published and the figures shown relate to the interim Pension Report which covers the full year period estimated at the end December 2023. Therefore, the statement should be considered for the Revenue position only. The final Statement of Accounts will be presented at the September Management Group meeting if there are any changes to the Pension figures.
- 2.4 The key headline is that there is an operational surplus of £1,000. This means that General Reserves have increased from £598,400 to £599,400.

2.5 There is also positive news on the Pensions reserve. The Pension Actuaries believe the overall position of EMC's pension scheme (that sits entirely within Nottinghamshire County Council Pension Fund) estimated at the end of December 2022 (forecast to be the figure as of 31st March 2023) is an overall surplus of £0.409m which will increase to the asset shown as the closing balance in the statement of accounts for 2022-23 of £0.031m.

2.6 In the 2022-23 financial year the fund reduced the opening deficit of £2,691m to a surplus of £0.031m. In previous years, pension fund liabilities / surpluses have fluctuated significantly. The pension deficit estimates since 2012/13 are as follows:

2017/18	£2.68m	2018/19	£2.79m
2019/20	£1.65m	2020/21	£3.02m
2021/22	£2.71m	2022/23	£0.03m Surplus
2023/24	£0.41m Surplus		



3. Risk Management

3.1 EMC's risk register reports against each of the key risks identified by EMC and, for each risk, includes information such as potential impact, key controls and suggested response to mitigate each risk.

3.2 Since risk management was last considered by Management Group in March 2024, there has not been any material change to the level of risk.

4. Recommendations

Members of the Management Group are invited to:

- 4.1 Consider and endorse EMC's External Financial Audit - Draft Statement of Accounts 2022-23.
- 4.2 Note the summary position on organisational risk management.
- 4.3 Note developments in relation to the internal audit review.

Cllr Tricia Gilby
EMC District Vice-Chair
Lead Member, Corporate Governance



2023/24 Financial Statements

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East Midlands Councils
First Floor Offices
South Annexe
Pera Business Park
Nottingham Road
Melton Mowbray
Leicestershire
LE13 0PB

Explanatory Foreword

East Midlands Councils (EMC) is a voluntary, membership based, partnership of local government. It currently comprises 40 local authority member organisations and representatives of the region's fire, police and parish and town councils.

EMC's main roles and purposes are:

- A consultative forum for local government in the East Midlands
- Represents the interest of local councils to national government and other organisations.
- Acts as the designated Regional Employers Organisation and point of contact for employers and recognised trade unions in relation to local government services.
- Enables local councils to work together on key issues of common concern.
- Supports the improvement and development of local councils and their workforce.
- Brings together political group leaders.
- Makes appointments to national and regional bodies.
- Establishes and maintains an effective relationship with the national Local Government Association (LGA).

Date of Authorisation of Accounts

The financial statements were authorised for issue by the Director of Finance and Section 151 Officer (Nottingham City Council) and the Executive Director of EMC.

Ross Brown
Director of Finance and Section 151 Officer, Nottingham City Council

Date: _____

Stuart Young
Executive Director of East Midlands Councils

Date: _____

Statement of Comprehensive Income as at 31 March 2024

2022/23 Net £000		Note	2023/24		
			Gross Expenditure £000	Gross Income £000	Net £000
	Income				
272	Subscriptions / Membership	6		286	
966	Government Grants / Contracts	6		1,173	
442	Other Income	6		302	
29	Investment Income	6		44	
	Expenditure				
(1,068)	Staffing Expenses		(1,291)		
(52)	Other Indirect Staffing		(22)		
(23)	Property Expenses		(25)		
(14)	Transport Expenses		(15)		
(676)	Supplies and Services		(330)		
(153)	Other Recharges		(115)		
(277)	NET INCOME		(1,804)	1,799	7
280	Pension Adjustment				(6)
3	PROFIT / (LOSS) after Pension Adjustments				1
	OTHER COMPREHENSIVE INCOME AND EXPENDITURE				
2,684	Other Gains and Losses				378
2,687	TOTAL COMPREHENSIVE INCOME / (EXPENDITURE) FOR THE YEAR				379

Statement of Financial Position as at 31 March 2024

2022/23 £000		Note	2023/24 £000
-	Equipment	8	-
31	Net Pension Scheme Asset		409
31	Long Term Assets		409
632	Short Term Debtors	9	261
-	Short Term Prepayments	9	-
911	Cash and Cash Equivalents	9	1,073
1,543	Current Assets		1,334
(8)	Short Term Creditors	10	(11)
(937)	Short Term Grant / Grant and Contract Receipts in Advance	10	(724)
(945)	Current Liabilities		(735)
	Net Pension Scheme Liability		-
	Long Term Liabilities		-
629	NET ASSETS / (LIABILITIES)		1,008
598	Revenue Reserve		599
31	Pension Reserve		409
629	TOTAL RESERVES		1,008

Statement of Cash Flows as at 31 March 2024

2022/23 £000		Note	2023/24 £000
(26)	Net Operating Profit / (Loss)		(43)
346	Change in Creditors		(210)
(354)	Change in Debtors		371
(34)	Total Movement from Net Operating Profit / (Loss)		118
29	Investment Income		44
(5)	Net Increase or (Decrease) in and Cash Equivalents		162
916	Cash and cash equivalents at the beginning of the reporting period		911
911	Cash and cash equivalents at the end of the reporting period		1,073

Summary of Operating Profit / (Loss)

	2022-23 £000	2023-24 £000
Profit /(Loss)	3	1
Investment Income	(29)	(44)
Operational Profit / (Loss)	(26)	(43)

Statement of Changes in Equity as at 31 March 2024

2023/24	Revenue Reserve £000	Pension Reserves £000	Total Reserves £000
Balance at 31 March 2023	598	31	629
Movement in 2023/24			
Total Comprehensive (Expenditure) & Income	1	378	379
Movement on Pension Liability	-	-	-
Balance at 31 March 2024	599	409	1,008

2022/23	Revenue Reserve £000	Pension Reserves £000	Total Reserves £000
Balance at 31 March 2022	595	(2,653)	(2,437)
Movement in 2022/23			
Total Comprehensive (Expenditure) & Income	3	2,684	2,687
Movement on Pension Liability	-	-	-
Balance at 31 March 2023	598	31	629

Notes to the Financial Statements

1. Statement of Accounting Policies

- The financial statements have been prepared on, and are in compliance with, the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board. These financial statements are principally maintained on an historical cost basis.
- The financial statements are maintained on an accruals basis. Thus, sums due to or amounts owing by EMC in respect of goods and services rendered but not paid for at 31 March are included in the financial statements.
- The Revenue Recognition policy covers the rendering of services (excluding services directly related to construction contracts), the sale of goods (produced by the organisation for the purpose of sale or purchased for resale, although this is very minimal), interest and where previously a liability had been recognised (i.e. creditor) on satisfying the revenue recognition criteria. Revenue is recognised and measured at the fair value of the consideration receivable. However, if payment is on deferred terms, the consideration receivable is recognised initially at the cash price equivalent. The difference between this amount and the total payments received is recognised as interest revenue in the Net Operating Profit or Loss. Short duration receivables with no stated interest rate are measured at original invoice amount where the effect of discounting is immaterial.
- Non-Current Assets are accounted for in line with IAS 16, IAS 36 and IAS 38. All expenditure on the acquisition of Plant and Equipment is capitalised on an accruals basis provided that these assets yield a benefit to the organisation for a period of more than one year and is above a de-minimis limit of £1,000 for individual items. Plant and Equipment valuation is based on depreciated historical cost and is depreciated on a straight-line basis over 5 years. Additions below the de-minimis level are recognised in the Statement of Comprehensive Income as revenue expenditure. EMC does not presently own any land or buildings or any other categories of Non-Current Assets.
- The Equity of the Organisation is shown as Reserves in the Balance Sheet. These are compliant with IFRS but follow the provisions of the Local Authority Accounting Code of Practice which establishes Reserves to allow the carry forward of balances to the following year. The Reserves are made up of the following:
 - Revenue Reserves which are made up of excess income and grants from previous years with no conditions for repayment outstanding. This funding can be used for all types of expenditure during future years.
 - Pension Reserve which is an unusable reserve showing the balance of the net pension asset.

- Cash and Cash Equivalents are represented by cash in hand, deposits with financial institutions repayable without penalty with a notice of 24 hours or less and investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

The cash and cash equivalents figure is not held separately by EMC as their cash balances are held within the local authority's Bank Account. Due to this the cash and cash equivalents figure is formulated using the cash flow statement.

- Grants are accounted for in accordance with IAS 20. Revenue grants that have met any conditions attached have been credited to the appropriate service lines within the Statement of Comprehensive Income. Conditions are stipulations that specify how the funding must be utilised by the recipient otherwise the funding must be returned. Where conditions have not been met, the grants will be held as creditors on the Statement of Financial Position.
- Employee Benefits are accounted for in accordance with IAS 19.

- **Termination Benefits**

Termination benefits are amounts payable as a result of a decision by EMC to terminate an officer's employment before normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits. Termination benefits are charged to the Statement of Comprehensive Income against staffing expenses.

- **The Local Government Pension Scheme**

The Local Government Scheme is accounted for as a defined benefits scheme. The liabilities of the scheme attributable to EMC are included in the Balance Sheet on an actuarial basis using the 'projected unit method'. This is based on an assessment of future payments that will be made in relation to retirement benefits earned to date by employees and assumptions about mortality rates and employee turnover. Liabilities are discounted to their value at current prices using the following discount rate:

Entity	Discount Rate
	%
Nottinghamshire County Council	4.95

The assets of the fund are shown in the Balance Sheet at fair value:

- Quoted securities – current bid price
- Unquoted securities – professional estimate
- Unitised securities – current bid price
- Property – market value

The actuarial valuations are obtained triennially and are updated at each balance sheet date. The amount charged to the operating surplus is the current service costs and gains and losses on settlements and curtailments. They are included as part of staffing expenses. Past service costs are recognised immediately in the Statement of Financial Activities. The expected return on assets and the interest cost are shown as part of the financing and investment income and expenditure. Actuarial gains and losses are recognised immediately in other comprehensive income and expenditure.

▪ **The Local Government Pension Scheme**

The organisation has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to award.

- VAT incorporated in the income and expenditure account is limited to irrecoverable sums.
- Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

2. Accounting Standards that have been issued but not yet adopted

There are currently no new relevant account standards that affect the disclosure of EMC's financial statements.

3. Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1, EMC has had to make certain judgement about complex transactions or those involving uncertainty about future events.

The critical judgements made in the financial statements are:

- These financial statements have been prepared on the basis that EMC is a going concern for the foreseeable future based on the level of reserves currently held and the commitment of membership authorities to make annual contributions.

4. Assumptions Made about the Future and Other Major Sources of Estimation / Uncertainty

The financial statements contain estimated figures that are based on assumptions made by the Organisation about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The item in the Statement of Financial Position as at 31 March 2024 for which there is a significant risk of material adjustment in the forthcoming financial year is as follows:

Pension Asset / Liability:

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. An independent firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied, although ultimate responsibility for forming these assumptions remains with the Council.

This year for the first time in many years, the carrying value of the Pension fund as an Asset at 31 March 2024 is £31,000.

5. Reserves

	Revenue Reserve £000	Pension Reserve £000	Total £000
Balance at 31 March 2022	595	(2,653)	(2,058)
Transfer to Revenue	3	2,684	2,687
Balance at 31 March 2023	598	31	629
Transfers from Revenue	1		
Balance at 31 March 2024	599	31	629

6. Partnership and Government Income

	2022/23 £000	2023/24 £000
Subscription	272	286
Government Grants – Home Office Migration-related	305	393
- DLUHC Hong Kong / Ukraine	252	185
- DfT Rail Collaboration Scheme	111	122
Contractual Agreements – Midlands Connect / Other		
Partnerships	298	473
Other Income	471	340
Total	1,709	1,799

7. Pensions – Revenue Costs

Local Government Pension Scheme

EMC participates in the Local Government Pension Scheme (LGPS) for employees, administered locally by Nottinghamshire County Council (NCC). This is a funded, defined benefit final salary scheme, meaning that EMC and employees pay contributions into a fund calculated at a level intended to balance the pension liabilities with investment assets.

As part of the terms and conditions of employment of its officers, EMC makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, EMC has commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement. EMC recognises the cost of retirement benefits when they are earned by employees, rather than when the benefits are eventually paid as pensions.

The table below summarises the membership data as the 31 March 2024:

Member Data Summary	Number	Salaries / Pensions £000	Average Age
Actives	13	622	48
Deferred pensioners	6	34	51
Pensioners	1	2	60

The Statement of Financial Position shows a pension surplus of £31k as assessed on an IAS19 basis. The total expenditure recognised in the Statement of Comprehensive Income is as follows:

Pension Assets and Liabilities in Relation to Post-Employment Benefits

Nottinghamshire County Council	2022-23 £000	2023-24 £000
Current Service Cost	(351)	(166)
Total Operating Charge	(351)	(166)
Return on Pension Assets	(421)	(162)
Interest Cost on Pension Liabilities	141	168
Net Pension Finance Costs	(280)	6

The present value of defined benefit obligations at 31 March are as follows:

Nottinghamshire County Council	2022-23 Total Costs £000	2023-24 Total Costs £000
As at 1 April	6,144	3,529
Obligation Created	-	-
Current Service Cost	351	166
Interest Cost	161	171
Employee Contributions	68	78
Actuarial Gain / (Loss)	(2,713)	(121)
Benefits Paid / Obligation	(208)	14
Past Service Costs	-	-
Curtailments and Settlements	-	-
Change in demographic assumptions	(274)	(45)
As at 31 March	3,529	3792

The fair value of EMC's share of scheme assets is as follows:

Nottinghamshire County Council	2022-23 Total Costs £000	2023-24 Total Costs £000
As at 1 April	3,491	3,560
Expected return on Assets	93	177
Actuarial Gain / (Loss)	(232)	220
Employer Contributions	141	168
Employee Contributions	68	78
Benefits Paid	(1)	(2)
Curtailments and Settlements	-	-
As at 31 March	3,560	4,201

Local Government Pension Scheme assets comprised of:

	2022/23		2023/24	
	£000	% of total assets	£000	% of total assets
Equities	2,074	58%	2,491	59%
Gilts	74	2%	107	3%
Other Bonds	211	6%	224	5%
Property	423	12%	464	11%
Cash	186	5%	262	6%
Inflation-linked pooled fund	180	5%	200	5%
Infrastructure	280	8%	316	8%
Private Equities	132	4%	137	3%
As at 31 March	3,560	100%	4201	100%

Basis for estimating assets and liabilities:

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependant on assumptions about mortality rates, salary levels, etc. The Pension Fund liabilities have been assessed by an independent firm of actuaries. Estimates for the EMC fund are based on the latest full valuation of the Pension Fund as at 31 March 2024.

The principal assumptions used by the actuary have been:

Nottinghamshire County Council	2022-23 Assumptions	2023-24 Assumptions
Mortality Assumption (in years):		
Longevity at 65 for Current Pensioners:		
Men	20.7	20.4
Women	23.5	23.5
Longevity at 65 for Future Pensioners		
Men	22.0	21.7
Women	25.0	24.7
Rate of Increases in Salaries	3.90%	3.90%
Rate of Increase in Pensions / Inflation	2.90%	2.90%
Rate for Discounting Scheme Liabilities	4.80%	4.95%

Pension Fund Risk Management Strategy:

The Fund's primary long-term risk is that the Fund's assets will fall short of its liabilities (i.e. the promised benefits payable to members). The aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise the opportunity for gains across the whole Fund portfolio. The fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level. In addition, the Fund manages its liquidity risk to ensure that there is sufficient liquidity to meet the Fund's required cash flows.

These investment risks are managed as part of the overall pension fund risk management programme.

Responsibility for the Fund's risk management strategy rests with the Pension Fund Management Board and is monitored annually or more frequently if required.

Impact on Cash Flows:

Following the change of servicing authority on 1 April 2014, all active members were transferred from Leicestershire Local Government Pension Scheme (LGPS) to the Nottinghamshire LGPS from this date.

The scheme will need to take account of the national changes to the scheme under the Public Pension Services Act 2013. Under the Act, The Local Government Scheme in England and Wales and the other main existing public service schemes may not provide benefits in relation to service after 31 March 2014 (or service after 31 March 2015 for other main existing public service pension schemes in England and Wales). The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits to certain public servants.

8. Equipment

Depreciation on equipment was completed in 2014/15, and there have been no subsequent purchases of equipment above the de-minimis level requiring depreciation.

9. Current Assets

Short Term Debtors

	31 March 2023 £000	31 March 2024 £000
Partnership Contributions	345	150
Other Government Bodies	286	110
Other Entities and Individuals	1	1
Total	632	261

Prepayments

	31 March 2023 £000	31 March 2024 £000
Other Government Bodies	-	-
Total	-	-

Cash and Cash Equivalents

	31 March 2023 £000	31 March 2024 £000
Cash	911	1,011

10. Short Term Creditors

	31 March 2023			31 March 2024		
	Creditors £000	Receipts in Advance £000	Total £000	Creditors £000	Receipts in Advance £000	Total £000
Partnership Organisations	-	20	20	-	184	184
Other Government Bodies	-	917	917	-	540	540
Other Entities and Individuals	8	-	8	11	-	11
Total	8	937	599	11	724	735

11. Transactions with Related Parties

Details of partnership contributions and other Government grants received are shown in Note 7. The employers' contribution paid to the Pension Fund is shown in Note 8.

EMC is required to disclose material transactions with related parties, bodies or - individuals that have the potential to exert control or be controlled or influenced by EMC.

A relationship exists between certain Committee members / directors and member companies.

Any transactions between these companies and the Council are on an arms-length basis under normal market conditions.

Governance

- EMC is a member-led partnership representing local government in the East Midlands.
- The full membership of EMC meets twice a year.
- The Management Group consists of 7 members including the four political group leaders of EMC plus the Chair and the Vice-Chairs of East Midlands Councils/Executive Board. The Management Group provides political leadership and advice to the organisation and is responsible for financial and non-financial performance, risk and audit matters. [Membership of Management Group \(emcouncils.gov.uk\)](http://emcouncils.gov.uk)
- The Executive Board is the strategic decision-making body of EMC on issues of interest and relevance to Local Authorities at the regional level.

Central Government

Significant sources of income including programme and project funding comes from Central Government Bodies.

Local Government

A significant proportion of the funds received by EMC are from membership contributions. Although no one contribution is a significant proportion of overall funding, the total funding from Local Government is a significant amount.

Until 31 March 2014, Leicestershire County Council acted as the servicing authority and accountable body for EMC, thus including the relevant expenditure and income within their Statement of Accounts. In March 2013 Leicestershire County Council formally submitted notice to withdraw from being the servicing authority and accountable body with effect from 1 April 2014. Nottingham City Council was subsequently appointed to this role and took on the responsibility of accountable body for EMC from this date forward.

Membership

The Executive Board of EMC meets quarterly and is comprised of 14 local council leaders. The four political group leaders and chairs of the Regional Migration Board and the Regional Employers Board also attend.

Each member council is invited to nominate one representative to EMC 'by right'. Additional EMC member places are allocated through the political groups, the numbers of which are determined based on political balance.

The Executive Board operates control over the organisation's financial and operating policies. The total of members' allowances paid in 2023/24 is £k (2022/23: £21k). There are other members who represent their authority at full EMC meetings.

Officers

There were no interests declared by senior officers of EMC.

12. Officers' Remuneration

The Director of EMC controls the major activities of the Organisation. Details of the Directors Remuneration are shown below:

Post Title	2022/23 £000	2023/24 £000
Executive Director		
Salary	99	
Benefits in Kind	-	-
Pension Contributions	30	
Total	129	

13. Segmental Analysis

The figures included within the Statement of Comprehensive Income include one minor financial accounting adjustment. This relates to the IAS19 movement between the actuarial current service cost and the actuarial employer contributions made in year.

Statement of Responsibilities for the Financial Statements

Nottingham City Council Strategic Director and East Midlands Council Executive Director Responsibilities

The Strategic Director of Nottingham City Council and the Executive Director of East Midlands Council are responsible for the preparation of the organisation's Statement of Accounts in accordance with International Accounting Standards (IAS) regulation and in compliance with International Financial Reporting Standards (IFRS) and are required to prepare the financial statements giving a true and fair view of the profit or loss of the organisation for the given period.

The Strategic Director and Executive Director are responsible for keeping adequate accounting records that are sufficient to show and explain the organisation's transactions and disclose with reasonable accuracy the financial position of the organisation included within the Statement of Accounts.

In preparing this Statement of Accounts, the Strategic Director and Executive Director has:

- Selected suitable accounting policies and then applied them consistently,
- Made judgements and estimates that were reasonable and prudent,
- Complied with IFRS,
- Kept proper accounting records which were up to date,
- Taken reasonable steps for the preparation and detection of fraud and other irregularities.

I certify that the Statement of Accounts has been prepared in accordance with IFRS and presents a true and fair view of the financial position of EMC and its income and expenditure for the year ended 31 March 2024.

Ross Brown
Director of Finance and Section 151 Officer, Nottingham City Council

Date: _____

Stuart Young
Executive Director of East Midlands Councils

Date: _____



Management Group

24th May 2024

Review of Constitution and Supporting Governance

Summary

The Constitution and supporting governance are largely unchanged since 2015. However, since this date there have been a number of developments that have required a change to EMC governance/ways of working. These have been reported to and agreed by Members.

All these changes are now included in a revised set of governance documents, for consideration and agreement by Management Group prior to formal adoption at EMC's Annual General Meeting.

Recommendation

Members of Management Group are invited to consider and endorse the revised constitution and supporting governance.

1. Introduction

- 1.1 The Constitution and its supporting governance documents were last formally updated in 2015. Since this time, a number of incremental changes have been made, e.g. inclusion of Board Chairs within Management Group membership, the use of virtual meetings, and the ceasing of activity, e.g. EU policy support, Regional Improvement and Efficiency Partnership.
- 1.2 While these incremental changes have been reported to and agreed by Members, it is an opportune time to formally update the constitution and supporting governance for the consideration and agreement by Management Group, in advance of their formal adoption at EMC's Annual General Meeting.

2. Key Points

- 2.1 Appended to this report as Appendices 9(a) to 9(i) are:
 - a) EMC Constitution - July 2024
 - b) Constitution – Member Organisations
 - c) Guidance for Operation July 2024
 - d) Executive Board Terms of Reference
 - e) Management Group Terms of Reference
 - f) Regional Employers' Board Terms of Reference
 - g) East Midlands Regional Joint Council Constitution
 - h) Regional Migration Board Terms of Reference
 - i) Transport for the East Midlands Terms of Reference
- 2.2 While the previous Constitution and supporting governance documents are available for review, if requested by Management Group, the notable changes being proposed are summarised as follows.

EMC Constitution, Appendix 9(a)

- a) EMC now longer has European/EU programme responsibilities (or funding) and so these references are deleted.
- b) Deleted reference to the Regional Improvement and Efficient Partnership.
- c) Provision for 1 representative to be nominated by each Mayoral County Combined Authority, once formally established.

- d) Parish Councils (through their representative bodies) to be invited to nominate 1 member onto EMC. Parish Councils were previously awarded 2 places, although in practice no more than 1 place was ever accepted, and it would appear anomalous for Parish Councils to have greater number of Members than Combined Authorities.
- e) Fire and Rescue Authorities, Police/Police and Crime Commissioners have not nominated any representatives to EMC despite provision to do in place for a number of years. It is suggested that EMC should focus its members on Local Authorities and so provision for FRA and PCC membership is removed. Associate membership remains available to these bodies to support EMC service delivery.

Constitution – Member Organisations, Appendix 9(b)

- a) Membership reflects the proposed changes relating to Combined Authorities, Parish Councils, FRAs and PCCs (as detailed above).
- b) Removal of the requirement for Executive Board representatives to be either Local Authority Leaders or Mayors.

Guidance for Operation July 2024, Appendix 9(c)

- a) Removal of reference to EMC Monitoring Officer, replaced with reference to EMC Executive Director.
- b) Reference to EMC's updated complaints and standards procedures.
- c) Reference to the virtual meetings instead of specific reference to travel provisions and location of meetings.

Executive Board Terms of Reference, Appendix 9(d)

- a) Removal of requirement of prior nomination of 'named substitutes' to allow for greater flexibility in the use of substitutes.
- b) Removal of requirement for Local Authority Chief Executives to formally nominate representatives to Executive Board. Chief Executives (and others) are invited to attend at the discretion of Members.

Management Group Terms of Reference, Appendix 9(e)

- a) The provision for Political Group Leaders to nominate a substitute (as previously agreed by Members).
- b) The Vice Chair of Management Group proposed to be the District Vice Chair of EMC. Current arrangements provide for the political group leader of the largest political group in membership to be Vice-Chair of Management Group. It appears anomalous to not offer the District

Vice Chair this role, and when the terms of reference were initially developed, EMC had not established the additional role of District Vice-Chair.

Regional Employers' Board Terms of Reference, Appendix 9(f)

- a) Clarity of membership arrangements and providing for consistency to those of the Regional Migration Board.

East Midlands Regional Joint Council Constitution, Appendix 9(g)

- a) No substantive changes proposed.

Regional Migration Board Terms of Reference, Appendix 9(h)

- a) Removal of requirement for all designated asylum dispersal areas to be represented. With all Local Authorities now mandated by Government to participate in asylum dispersal, this requirement would entail all 40 Local Authorities being a Board member.
- b) Additional clarity in relation to wider membership arrangements and providing for consistency to those of the Regional Employers' Board.

Transport for the East Midlands Terms of Reference, Appendix 9(i)

- a) Clarity of membership arrangements and providing for consistency to those of other Regional Boards.

Note – TfEM is not formally an EMC 'Regional Board' but sits under the auspices of EMC, as previously agreed by Members and on the basis of:

- Membership being limited to the region's Local Transport Authorities (LTAs), reflecting the core function of the Board.
- Members comprising the Leader or Transport Portfolio Holder or each LTA, without regard to regional political balance.

3. Recommendation

- 3.1 Members of Management Group are invited to consider and endorse the revised constitution and supporting governance, for subsequent agreement by Members at EMC AGM on 12th July 2024.

Stuart Young
Executive Director



EAST MIDLANDS COUNCILS

CONSTITUTION – July 2024

1. Name

- 1.1 The Body shall be known as East Midlands Councils (referred to hereafter as EMC).

2. The Region

- 2.1 The geographical area covered by the Board shall comprise Derby City, Derbyshire, Leicester City, Leicestershire, Lincolnshire, Nottingham City, Nottinghamshire, Northamptonshire, Rutland together with the Peak District National Park.

3. Roles and Responsibilities

Purpose

- 3.1 EMC will represent the interests of all Local Authorities in membership within the region, acting as a representative and influencing body.
- 3.2 EMC will work to promote the social, economic and environmental quality of life for all the people of East Midlands.
- 3.3 EMC will act as a consultative forum to support and advise where appropriate the Executive Board in delivering its roles and responsibilities.

Principles

- 3.4 EMC and its operation must be open and transparent and should be underpinned by the principles of public life set out in the organisation's

‘Guidance for Operation/Code of Practice’. Meetings of EMC shall be open to the public and documentation made widely available.

- 3.5 EMC shall draw its democratic legitimacy through having all of its members drawn from directly elected members of Local Authorities.

4. Objectives

4.1 East Midlands Councils will:

- a) Be the collective voice for Local Authorities on significant issues affecting the East Midlands.
- b) Work collaboratively with Local Government, and other key regional, sub regional and national organisations on the development and delivery of the localism agenda and the roles and functions of EMC.
- c) Provide a line of accountability to the Executive Board on behalf of wider Local Government constituencies.
- d) Engage with national, sub-national and local organisations to influence policy and practice for the benefit of the East Midlands.
- e) Engage partners in future processes for determining major investment priorities.
- f) Provide a reporting and governance mechanism for local government partnerships.
- g) Raise awareness of EMC and its role by widely communicating its roles and responsibilities
- h) Periodically review sub-national working arrangements to ensure that new challenges, opportunities and roles can be properly addressed.
- i) Act as the designated Regional Employers’ Organisation and point of contact for employers’ and recognised trade unions in relation to local government services.
- j) Provide support, and advice and best practice in the fields of employee and councillor development and training, management

practice, employee relations, and human resource management to Local Authority members within membership, in the region.

5. Membership

- 5.1 Each District, County and Unitary local authority in the region shall be invited to be a full member of EMC, subject to paying the subscriptions provided for in the subscription scheme for the time being in force.
- 5.2 County, Unitary and District Councils who are members of EMC will nominate representatives to EMC in accordance with the Appendix (a) to this Constitution.
- 5.3 The Peak District National Park Authority will be invited to nominate 1 representative to EMC.
- 5.4 Each Mayoral County Combined Authority in the East Midlands will be invited to nominate 1 representative to EMC.
- 5.5 Parish Councils will be invited to nominate a total of 1 representative to EMC.
- 5.6 Other bodies which are clearly in the mainstream of and identified with local government, and other bodies working in partnership with local government, may subject to the agreement of the Management Group be admitted to associate membership of EMC by way of subscription and have access to services, but shall have no representation or voting rights.
- 5.7 Each member of EMC should be committed to representing the interests of the communities of the area represented by that member and to encouraging the full participation of all the people it represents.
- 5.8 All Members should demonstrate support for EMC's purpose, principles and objectives and work in a spirit of partnership within the terms of this constitution.
- 5.9 County and Unitary authorities, by accepting membership of EMC, agree to underwrite jointly and in equal parts any liabilities which may be incurred by or on behalf of EMC during the period of their membership and any liabilities, costs or deficits which fall to be met on dissolution of EMC, save that if at any time there are less than five principal authorities

in membership of EMC, those liabilities costs or deficits shall be met by all authorities in membership at that time.

5.10 Advisers

5.10.1 EMC shall also be able to invite such other representatives from local, regional and or sub regional organisations as it so determines to act in an advisory capacity; such Advisers shall receive all agendas and papers for EMC meetings and shall have the right to speak but not vote on any item.

5.10.2 EMC may also invite other non-members to take an active part in particular meetings of EMC. Such participation should be for a clear purpose and have a perspective relevant to authorities in membership of EMC.

5.13 Substitution

5.13.1 Each Member organisation may authorise an 'alternate Representative', for any duly nominated Representative, who may attend, speak and vote on his/her behalf at any EMC meeting. Members must inform the EMC Secretariat of the names of nominated and alternate Representatives, in advance of any meetings they might attend.

5.14 Period of Office for Members' Representatives

5.14.1 There shall be no limit to the period of office of Representatives, who will be replaced at the discretion of Member Organisations.

5.15 Selection

5.15.1 Each Member Organisation shall have the right to determine how its EMC Representative is selected.

6. Annual Budgeting & Monitoring

6.1 The annual budget of EMC shall be determined before the start of the financial year commencing each 1st April at a meeting of the Executive Board, prior to that meeting and in good time to make and publish recommendations; the Management Group shall meet with a view to making recommendations to the meeting of the Executive Board. EMC

will have the power to scrutinise all stages of the implementation of the budget including the establishment and operation at any time.

7. Meetings of EMC

7.1 An Annual General Meeting (AGM) of EMC shall normally be held in July to appoint a Chair and Vice Chair(s); make appointments to EMC Groups and external organisations, consider an Annual Report on the activities of EMC and transact any other business that EMC considers appropriate for its AGM.

7.2 Appointment of Chair

7.2.1 The Chair of EMC shall be nominated by the largest political group of Local Authorities in membership and from within the members of the Executive Board.

7.2.2 Political balance will be as determined on the basis of political proportionality information provided by the LGA.

7.2.3 The Chair of EMC shall also be the Chair of the Executive Board.

7.3 Appointment of Principal Vice Chair

7.3.1 The Principal Vice Chair of EMC shall be nominated by the second largest political group of Local Authorities in membership and from within the members of the Executive Board.

7.3.2 Political balance will be as determined on the basis of political proportionality information provided by the LGA.

7.3.3 The Principal Vice Chair of EMC shall also be the Principal Vice Chair of the Executive Board

7.3.4 The Principal Vice Chair shall be the Chair of the EMC Management Group.

7.4 Appointment of District Vice Chair

7.4.1 If neither the Chair nor Principal Vice Chair are district representatives then an additional Vice Chair shall be appointed from within the 4 district representatives of the Executive Board.

7.4.2 The District Vice Chair of EMC shall also be the District Vice Chair of the Executive Board

7.5 Appointment of Political Group Leaders

7.5.1 Appointments shall be made from within each of the four political groups of Conservative, Labour, Liberal Democrats, and Independent.

7.5.2 The Joint Chair of EMC/Executive Board shall not be a group leader.

7.6 Period of Office – Chair, Principal Vice Chair, District Vice Chair and Political Group Leaders

7.6.1 Appointments shall normally be made at the AGM and last for one year, but any vacancy that arises in these offices, after an AGM meeting, may be filled at the subsequent EMC meeting before the next AGM.

7.7 Appointment of Secretary

7.7.1 The Executive Director of EMC shall be appointed to act as Secretary. The Secretary shall provide administrative support for EMC and its meetings, and be authorised to sign documents on its behalf.

7.8 Frequency of Meetings

7.8.1 EMC shall meet at least twice during each year, including the AGM.

7.8.2 Also, an Extraordinary General Meeting of EMC shall be convened on a minimum of 21 clear days notice following receipt by the Secretary of a request from not less than one-third of Member Organisations.

8. Executive Board and Other Groups

8.1 The EMC Executive Board shall have up to 20 Members as determined in Appendix (a) to this constitution. The Executive Board will co-ordinate policy and take decisions on matters as delegated or authorised by East

Midlands Councils and, in exceptional circumstances, deal with business which cannot wait until the next meeting of EMC.

- 8.2 The roles and responsibilities of the Executive Board are as detailed in its Terms of Reference.
- 8.3 The roles and responsibilities of the Management Group are as detailed in its Terms of Reference.
- 8.4 The Chair and Vice Chair(s) of EMC shall have the right to attend all meetings of all Boards.
- 8.5 EMC may establish such groups as it considers necessary. The purpose of these groups will be to consider specific issues or perform particular tasks. They may be established with a long term role or on an ad-hoc basis for a limited period.
- 8.6 EMC shall have power at any time:
 - a) To add to, vary or alter the terms of reference of any of its constituent groups.
 - b) To disestablish any group or to merge it with any other to the extent which may appear desirable or appropriate.

9. Delegation Arrangements

- 9.1 East Midlands Councils shall delegate all matters relating to the management and operation of EMC to the Executive Board except:
 - Agreement to constitutional changes.
 - Agreement to any changes to the members' allowances scheme.
 - Matters specifically delegated to the Management Group.
- 9.2 The Executive Board is delegated to resolve any matter requiring to be determined as a matter of urgency and/or which is not otherwise delegated or identified for action or attention.
- 9.3 The Executive Board has the right to determine the general principles of membership and operation which will be recorded in 'Guidance for Operation/Code of Conduct of East Midlands Councils'.

10. Quorum

- 10.1 The quorum for meetings of EMC is 25% of member representatives.

11. Voting

- 11.1 EMC shall normally operate on the basis of consensus. If required, voting at meetings of the Executive Board and all of its boards/groups shall be by a show of hands and shall be by way of a simple majority of those present at the meeting when the vote is called. The Chair shall have the casting vote in the event of a tied vote.
- 11.2 If a vote is required at a full EMC meeting it is on the basis of 1 member present and represented = 1 vote.
- 11.3 All members of EMC shall have the opportunity to contribute to debates, subject to the provisions in the Meeting Procedure Rules and to the discretion of the Chair of the meeting exercised in accordance with those Rules.

12. Agenda

- 12.1 At least 21 days notice shall be given of meetings of EMC. Matters for inclusion on the Agenda and any reports or documents shall be sent to the Secretary at least 10 working days before such meetings.
- 12.2 EMC shall set down arrangements for groups established by it in its Guidance for Operation.

13. Termination of Membership

- 13.1 Any member authority wishing to terminate its membership shall give not less than twelve months notice in writing to the Secretariat to expire on 31st March in any year.
- 13.2 Any member shall cease to be a member of EMC if, in the case of a local authority member s/he ceases to be an elected Councillor/Member or the local authority to which s/he has been elected ceases to be a member or fails to pay its subscriptions.

14. Dissolution

- 14.1 A motion for the dissolution of EMC must be considered at an AGM or Extraordinary Meeting and must be approved by three quarters of the members present and represented at the meeting.
- 14.2 Following agreement to the dissolution of EMC the Secretariat shall be responsible for disposing of the assets and liabilities of EMC between members in accordance with the provisions of paragraph 5.9.
- 14.3 Every effort will be made to ensure that staff displaced to a new body taking over the responsibilities of EMC shall either be assimilated into the new body or into member authorities on terms no less favourable than their current appointments, or have their appointment terminated in accordance with contractual arrangements.

15. Alterations to the Constitution

- 15.1 Alterations to the Constitution shall only be made by EMC on a simple majority of members present.

16. Attendance of the Public at Meetings

- 16.1 Meetings of EMC shall be open to the public, subject to the right of exclusion at the discretion of the Chair.



East Midlands Councils Appendix (a) to the Constitution

Member Organisations

East Midlands Councils Members are generally **organisations** rather than individuals. Each **Member Organisation** is allocated a number of places (as shown in the table below) and nominates an equivalent number of **Representatives**.

	Sector	Number of Representatives	Member Organisation
1.	Local Authority Block 1	40 (maximum)	Nominated by Local Authorities direct to EMC Secretariat, each local authority to nominate one member. *Includes Peak District National Park Authority
2.	Local Authority Block 2	40 (As a result of the rounding of figures (to the nearest one), the number of 40 may be increased accordingly).	Nominated by Political Group Leaders. Appointments shall reflect political balance, should reflect diversity of geographical area and made in accordance with the principle that seats are allocated on an equal basis between County & Unitary Authorities (50%) and District Authorities (50%).
3.	Parish Councils	1	Association of Parish and Town Councils.
4.	Combined Authority	1	East Midlands Mayoral County Combined Authority (and other combined authorities once formally established).



Executive Board Members are generally **organisations** rather than individuals.

Each **Member Organisation** is allocated a number of places (as shown in the table below) and nominates an equivalent number of **Representatives**.

Each member must firstly be a nominated member of EMC.

Local Authority	10	The Leader of each of the Unitary and County member organisations.
Local Authority	4	Leaders from 1 District Authority in each of the 4 County areas.
Political Group Leaders	4 (up to)	Political Group Leaders.
Board Chairs	2	Chair from Regional Employers' Board and Regional Migration Board.

1. **Procedures for Inviting Nomination of Representatives by Member Organisations**

- 1.1 The Secretariat shall write annually to the Member Organisations identified in the tables above inviting them to nominate their allocated number of Representative(s). This nomination must be confirmed in writing to the Secretariat. It is the responsibility of each Member Organisation to advise the Secretariat of any subsequent changes in representation.

2. **What Happens if a Member Organisation withdraws from Membership?**

- 2.1 A Member wishing to withdraw from Membership must observe the procedure set out in the Constitution at section 13.

3. Procedures used by Member Organisations to nominate Representatives to EMC/Executive Board

- 3.1 Each Member Organisation shall have the right to determine how its EMC Representative is selected, and shall be asked to confirm both the name and contact details, and the method of selection used to the Secretariat in writing in time for the AGM.
- 3.2 In the case of district representatives on the Executive Board the relevant district grouping will be asked to confirm on an annual basis both the name and contact details, and the method of selection used to the Secretariat in writing in time for the AGM to ensure appropriate transparency and accountability.
- 3.3 Executive Board Local Authority representatives must be their organisation's EMC representative.
- 3.4 Executive Board Political Group Leaders must be a nominated representative of East Midlands Councils.
- 3.5 Member Organisations also have the right to change their Representatives between AGMs and must inform the Secretariat in writing of any such changes with immediate effect.
- 3.6 EMC makes available information about how the Representatives are selected in order to provide transparency and clarity about selection. As selection procedures vary from one Member Organisation to another and can be revised by each organisation they need to be regularly updated. The latest document is therefore held by the secretariat and available on request.



Guidance for the operation of East Midlands Councils, its Executive Board, Management Group and Code of Practice for Member organisations and representatives - July 2024

1. Introduction

East Midlands Councils

- 1.1 East Midlands Councils is the representative and consultative forum for all local authorities in membership within the region. It provides support to Councils to improve their services and is a strong voice for the East Midlands.

The purpose of this document, and its relationship to the current Constitution

- 1.2 This document is intended to accompany the Governing Document (Constitution) of East Midlands Councils and provide further clarity about the operation of Boards/groups. It is not intended to replace or summarise the Governing Document(s) but should be read in conjunction with them.

Summary of contents

- 1.3 The sections herewith are:
- Glossary – explanation of the names and terms used in this document.
 - Section One - Code of Practice.
 - Section Two - Corporate Governance and Finance.
 - Section Three – Members allowances and expenses.

Accuracy

- 1.4 All information in this document is correct at the date in the document heading. East Midlands Councils reserve the right to vary its arrangements from time to time and will notify Representatives of any significant changes. To ensure that you are reading a current version of this document please visit <https://www.emcouncils.gov.uk/> or contact the EMC Secretariat.

Glossary

Name	Definition
Governing Document(s)	At present, the East Midlands Councils Constitution and Terms of Reference for the Executive Board and Management Group.
Constitution	The document which governs East Midlands Councils.
EMC Representatives	The individuals nominated by Member Organisations to represent them at EMC meetings/ Executive Board.
Substitutes	The individuals nominated by Member Organisations, if they so choose, to represent them if their usual EMC/ Executive Board representative is unavailable.
Code of Practice	The section of this document which sets out the general principles which EMC will observe in its work, and the conduct and criteria which are required of all EMC Representatives.
Guidance for Corporate Governance	The section of this document which sets out EMC current arrangements for banking, auditing, the Corporate Governance role and other issues relating to financial probity.
EMC Secretariat	Staff of East Midlands Councils

2. Section One: Code of Practice

- 2.1 This section sets out the general principles which EMC will observe in its work, and the conduct and criteria which are required of all EMC Representatives i.e. the individuals who are selected to represent Member Organisations. These are organised below into: EMC's own organisational principles (including the Principles of Public Life); the Code of Conduct for Members of EMC; and clarification of the role of EMC Representatives.

Non compliance with Code of Practice

- 2.2 Any EMC Representative considered not to have complied with or fulfilled any part of the Principles of Public Life, Code of Conduct and Roles of representatives shall be reported to the Management Group. On the basis of the evidence, the Management Group may decide that a period of temporary suspension or permanent disbarment from EMC, a group or any other related body is necessary. In the event of an Appeal, the final decision on suspension or disbarment will rest with the Executive Board.

Complaints Procedure

- 2.3 EMC has a Complaints Procedure to assist in its handling of any complaints about non-compliance with the Code of Practice or other matters.

Organisational Principles: How East Midlands Councils will Operate.

- 2.4 In everything it does EMC will be progressive and will apply the following principles:
- a. It will act in a transparent, sustainable, accessible, inclusive and efficient manner.
 - b. It will work closely with adjacent regions when cross-boundary issues require collaborative working.
 - c. It will maximise the use of electronic communications and the use of the website for information provision and dissemination whilst ensuring access by other means.
 - d. It will apply the principles of Public Life as ordered by the Secretary of State – see below concerning appropriate conduct for publicly funded bodies.
 - e. A culture of seeking continuous improvement will be adopted.

- f. It will maximise the contribution of all EMC staff and Members in achieving its aims.

The seven principles below articulate the fundamental values of public life that underpin the conduct of EMC members.

1. Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3. Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. Leadership

Holders of public office should promote and support these principles by leadership and example.

Code of Conduct for all EMC Representatives

- 2.5 The code of conduct for members, is derived from those principles listed above and lays down a set of enforceable minimum standards for the way members should conduct themselves. The Code of conduct adopted is that of the accountable body for EMC (currently Nottingham City Council), this does not preclude members from complying with their own authorities Code of Conduct.

General provisions

2.6 Introduction and Interpretation

- This Code applies to **you** as a member of EMC.
- You should read this Code together with the general principles set out above.
- It is your responsibility to comply with the provisions of this Code.
- In this Code “meeting” means any meeting of
 - (a) EMC.
 - (b) The executive of EMC.
 - (c) Any of the subcommittees, joint committees, joint subcommittees, or area committees.

Scope

- 2.7 You must comply with this Code whenever you:
- Conduct the business of EMC (which, in this Code, includes the business of the office to which you are elected or appointed).
 - Act, or claim to act or give the impression you are acting as a representative of EMC, and references to your official capacity are construed accordingly.

Where you act as a representative of EMC:

- On another relevant authority, you must, when acting for that other authority, comply with that other authority’s code of conduct.
- On any other body, you must, when acting for that other body, comply with your authority’s code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

General Obligations

- 2.8 You must treat others with respect.

You must not:

- Do anything which may cause your authority to breach any of the equality enactments (as defined in section 33 of the Equality Act 2006).
- Bully any person.
- Intimidate or attempt to intimidate any person who is or is likely to be:
 - (i) A complainant
 - (ii) A witness
 - (iii) Involved in the administration of any investigation or proceedings, in relation to an allegation that a member (including yourself) has failed to comply with his or her authority's code of conduct.
- Do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, EMC.

You must not:

- Disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - (i) You have the consent of a person authorised to give it.
 - (ii) You are required by law to do so.
 - (iii) The disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person.
 - (iv) The disclosure is:
 - a. Reasonable and in the public interest.
 - b. Made in good faith and in compliance with the reasonable requirements of the authority.
- Prevent another person from gaining access to information to which that person is entitled by law.

2.9 You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or EMC into disrepute.

2.10 You:

- Must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage.
- Must, when using or authorising the use by others of the resources of EMC:
 - (i) Act in accordance with your authority's reasonable requirements.

(ii) Ensure that such resources are not used improperly for political purposes (including party political purposes).

- Must have regard to any applicable Local Authority Code of Publicity made under the relevant legislation in existence at the time.

2.11 When reaching decisions on any matter you must have regard to any relevant advice provided to you by officers of EMC acting pursuant to their statutory responsibilities.

2.12 You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by your authority.

3. Interests

Notification of Interests

3.1 You must notify the monitoring officer of your authority of any disclosable interests as per your authorities Code of Conduct.

3.2 We will obtain these declarations from the relevant monitoring officer.

Register of Interests

3.3 Any interest notified to EMC Secretariat will be included in the members' Register of Interests. A copy of the Register will be available for public inspection and a link will be provided on EMC's website.

Gifts and Hospitality

3.4 EMC has determined that as a matter of good practice you must also declare to the Executive Director within 28 days the interest of any person from whom you have received, in connection with your official duties as a member, a gift or hospitality with an estimated value of at least £50.

4. Roles of All EMC Representatives

4.1 EMC encourages the full and active participation of all representatives in its work. The roles that Representatives can fulfil are directly related to the role of EMC respectively (see Introduction), and are likely to include some or all of the following roles:

Item 9, Appendix (c)

- Attending full East Midlands Councils meetings (typically, including travel half-day twice a year)
 - Attending Executive Board meetings (typically including travel half-day four times a year)
 - Attending Management Group meetings (typically held online four times a year).
- 4.2 Serving on one or more of the boards/groups which are likely to meet about 4 times a year and/or being part of a “pool” of members that support their work. Time commitments will vary depending on the type of board or group and the tasks it has to perform.
- 4.3 Endeavouring to be briefed as necessary to represent their organisation, sector, interest group or constituency; and reporting back to such organisation, sector, interest group or constituency on a regular basis taking into account any advice or briefings issued by the Executive Board or EMC.
- 4.4 Representing EMC at meetings and events.

(End of Section One)

1. Section Two: Corporate Governance and Finance

- 1.1 This section presents the EMC statement on internal control and financial probity, including the division of responsibilities between the Executive Director and Nottingham City Council. It also sets out current arrangements for banking and auditing.
- 1.2 The Executive Director has responsibility for maintaining a sound system of internal control and financial probity that supports the achievement of the EMC policies, whilst safeguarding public funds. The system can, however, provide only reasonable, and not absolute, assurance of its effectiveness. It is designed to manage rather than eliminate the risk of failure.
- 1.3 The system of internal control is based on a framework of regular management information, performance management, financial regulations, administrative procedures (including the segregation of duties) and a system of delegation and accountability. In particular, it includes:
- As appropriate, formal project management disciplines.
 - A comprehensive budgeting and budget monitoring system.
 - Measuring financial and other performance.
 - Management meetings, encompassing risk management.
 - Reports to Executive Board from the Management Group covering strategic direction, outputs and outcomes.
 - A clear code of practice and conduct.
 - External audit.

2. Accountability for Public Funding

- 2.1 The financially accountable body, currently manages EMC's finances. Independent auditors are employed by the accountable body to check the end of year accounts and confirm that they are in order.

Accounting reference date

- 2.2 The financial year ends 31st March.

Bankers

- 2.3 Lloyds Bank, Nottingham.

Auditors

- 2.4 Rogers Spencer via the accountable body

3. Corporate Governance statement

- 3.1 EMC's Corporate Governance Statement is attached as Appendix 9(c)(i) to this document.

(End of Section Two)

1. Section Three - Members Allowances and Expenses

1.1 EMC operate a members allowance scheme, which is determined by an Independent Remuneration Panel.

1.2 The allowances payable as at the date of this document are:

A. Basic Allowances

<u>Role</u>	Per Year £
Members of East Midlands Executive Board	600

B. Special Responsibility Allowances*

<u>Role</u>	Per Year (£
Chair of EMC/Executive Board	4,000
Vice Chair of Executive Board	900
Other members of Management Group	900
Chair of the, Regional Migration Board and Regional Employers Board (x 2)**	900

*(*Limits on Special Responsibility Allowances: no post holder should be entitled to receive more than one SRA at any one time)*

*(** to be recharged to Regional Migration Board)*

Members expenses

1.3 No 'ordinary' member of East Midlands Councils should receive any Basic Allowance. The assumption is that those appointed to East Midlands Councils as representatives of their 'host' councils are recompensed for their involvement through the allowances they receive from those 'host' councils. Similarly, any travel and subsistence costs resulting from attending meetings of the East Midlands Councils should be recovered by claims to their host authorities that should bear that cost. It is unlikely that any ordinary member of the East Midlands Councils would attend more than two meetings each year as a result of their membership.

- 1.4 Any travel and subsistence costs resulting from attending meetings in connection with the work of the East Midlands Executive Board, the work of Chair of East Midlands Councils and the work of Chairs of subsidiary Boards should be recovered by claims to their host authorities that should bear that cost.

EAST MIDLANDS COUNCILS CORPORATE GOVERNANCE STATEMENT

1. Introduction

1.1 The Corporate Governance statement draws on a number of sources and puts forward three underlying principles, which incorporate the seven principles of public life:

- Openness
- Integrity
- Accountability

1.2 These already feature in the purpose and principles of East Midlands Councils (EMC) and this document is consolidating and developing things we already do.

1.3 Definition: **“Corporate Governance is the system by which organisations direct and control their functions and relate to their communities”**

1.4 The guidance on Corporate Governance is expanded into five dimensions:

- Community Focus
- Service Delivery Arrangements
- Structures and processes
- Risk Management and internal control
- Standards of conduct

1.5 EMC’s approach is to demonstrate how the principles of corporate governance apply within each of these dimensions by building on a number of existing core systems and processes.

2. Statement on the underlying principles

2.1 Openness

2.1.1 This is required to ensure that EMC’s stakeholders can have confidence in its decision making and management processes. Being open through:

- Consultation.
- Provision of accurate timely and clear information.

- Affording opportunities for members to engage with EMC's decision-making.
- Inclusivity.

2.2 Integrity

2.2.1 This encompasses straightforward dealing, and is based on the established principles of **honesty, selflessness and objectivity**. This is reflected in the standards of propriety and probity set out in the code of practice and in EMC's decision-making procedures by members and officers, service delivery and its financial and performance reporting.

2.3 Accountability

2.3.1 This is where EMC takes responsibility for its decisions and actions, including stewardship of public funds and by submitting itself to appropriate external scrutiny. It is also achieved by clearly defining the roles and responsibilities of officers and members.

3. Leadership

3.1 The concept of leadership overarches the above principles and is exercised by EMC providing a clear purpose for its members, leading by example in its decision making and other processes and actions and ensuring that members and officers conduct themselves with the highest standards of conduct.

4. The Five Dimensions

4.1 Community Focus

EMC will:

- Publish an annual report clearly setting out its activities and achievements, financial position and performance.
- Produce an annual business plan which ensures that EMC's overall purpose and objectives are developed and translated into achievable actions and targets.
- Co-operate in the arrangements for regular independent review of its financial and operating processes, through the Audit of Accounts and external scrutiny.

- Commit to openness in all of its dealings as set out in the constitution, subject to the need to preserve confidentiality where it is proper and appropriate to do so.
- Put in place arrangements to encourage members to participate in the work of EMC.

4.2 Service Delivery Arrangements

EMC will:

- Set standards and targets for performance through the business planning process.
- Operate arrangements to allocate resources to priorities through business planning and budget processes.
- Monitor and report performance against agreed standards and targets through regular reports to the Management Group and Executive Board.
- Foster effective partnership arrangements with other public and private sector agencies where it is efficient and effective to do so in order to achieve EMC's objectives.
- Respond positively to the agreed findings of external scrutiny and make arrangements to ensure that agreed actions are implemented.
- Operate a performance management system which provides for the setting, monitoring and review of objectives at all levels within the organisation.

4.3 Structures and Processes

EMC will:

- Operate in accordance with protocols defining the relationship between officers and members as part of the Constitution and develop these as necessary.
- Ensure that roles and responsibilities of members and officers are clearly defined through the Constitution and scheme of delegation.
- Arrange the review of members' allowances by an independent panel and publish the level of members' remuneration.
- Ensure that members meet regularly to set the strategic direction of EMC and monitor service delivery.
- Operate under established written processes for policy development and review and for decision-making, monitoring, implementation and review of the EMC's business.
- Ensure that members receive relevant training for their role.

- Ensure that the Executive Director and senior designated officers are responsible for all aspects of operational management, financial matters and ensuring compliance with the law and codes of conduct.
- Ensure that responsibilities and remuneration for all senior officers are defined clearly in writing.
- Ensure that its organisational structure is appropriate and is developed to meet arising needs.

4.4 Risk management and Internal Control

EMC will:

- Maintain arrangements for identifying and controlling all significant risks.
- Maintain effective systems of internal control to ensure compliance with the law and to ensure that public funds are used economically, efficiently and effectively through financial regulations and codes of conduct.
- Publish in the Annual Report a statement on the effectiveness of the risk management and internal control systems.
- Ensure that services are delivered by trained and experienced people.
- Ensure systems are in place that enable EMC to comply with legal and financial constraints and obligations.
- Maintain a robust and professional relationship with external scrutineers.

4.5 Standards of Conduct

EMC will:

- Maintain formal codes of conduct defining standards for members and officers and ensure that this is complied with.
- Ensure that arrangements exist to demonstrate that officers and members are not influenced by prejudice, bias or conflicts of interest in their dealings with stakeholders.
- Have in place procedures for “whistleblowing” to which all staff have access.



Executive Board – Terms of Reference

Terms of Reference – July 2024

1. Name

- 1.1 The Board shall be known as ‘The East Midlands Council’s Executive Board’ (hereinafter called ‘the Board’).

2. Roles and Responsibilities

- 2.1 The roles and responsibilities of the Board shall be to:
- a) To provide leadership on issues of importance on behalf of the region’s local authorities.
 - b) Improve the quality of life for people who live and work in the East Midlands Region by incorporating the principles of sustainable economic growth and development, social inclusion, and wider sustainability into all the activities of the Executive Board and influencing other regional partners in these respects.
 - c) Influence Government in those critical areas where its decisions are vital for the region’s future.
 - d) Influence key strategies and investment plans, and on matters relating to the local government workforce.
 - e) To promote the interest of the region and to Government.
 - f) To act as the decision-making executive for East Midlands Councils save as in so far as that which is delegated to the Management Group.
 - g) Appoint representatives to outside bodies.
 - h) Establish any sub-groups, appointing their Chairs and determining their terms of reference.
 - j) To take decisions on matters as delegated or authorised by East Midlands Councils.

3. Membership of the Board

3.1 Membership will be on the basis of:

- a) Leader of each of the Unitary and County Authorities (10 Members), (if this is the confirmed preference of the nominating council).
- b) Leader from one District Authority in each of the County areas (4 Members), (if this is the confirmed preference of the nominating council).
- c) The 4 political group leaders.
- d) Regional Board Chairs (Regional Employers Board, Regional Migration Board).

4. Terms of Office

4.1 Terms of office are as follows:

- The Leader of each Upper-Tier Authority is a 'permanent' member of the Board.
- The Districts in each County area will be responsible for nominating its Member on an annual basis. The process by which that member has been elected must be reported annually to EMC secretariat.
- The Political Group Leaders, as determined by EMC AGM.
- Regional Board Chairs, as determined by EMC AGM.

5. Alternate Members

5.1 Members of the Board may authorise a 'named alternate member' who, in the event of a nominated member being unable to attend any meeting of the Board, may attend, speak and vote on their behalf at that meeting.

5.2 Consequently, it is suggested that:

- a) Upper-Tier Authority representatives may nominate the Deputy Leader from their Authority as their 'named alternate member'.
- b) District Authority representatives may nominate a 'named alternate member' who is a Leader of a District Authority within their County area.
- c) The 4 Political Group Leaders may nominate a 'named alternative member'.

- d) Only 'named alternate members' should be permitted to attend the meetings of the Board.

6. Termination of Membership

- 6.1 Any Member shall cease to be a member of the Board if s/he ceases to be a Leader of the Local Authority to which he/she has been elected, or the Local Authority which they represent fails to be a member of East Midlands Councils.
- 6.2 In the case of District Authorities, the Secretariat shall arrange with the District Authorities in that County area for a replacement member to be nominated as soon as is practicable.

7. Participating Observers

- 7.1 At the discretion of the Board, representatives from outside bodies may be invited to attend a full or part meeting of the Board.

8. Meetings of the Board

8.1 Election of Chair and Vice Chair

- 8.1 The Chair, Principal and District Vice Chairs shall be those elected at the Annual Meeting of East Midlands Councils.

8.2 District Vice Chair

The District Vice Chair shall be appointed from within the 4 district representatives on the Executive Board subject to para 7.4 of the Constitution.

8.2 Frequency of Meetings

- 8.2.1 The Board shall meet quarterly on such days and at such times as it shall have determined by the Management Group unless in the opinion of the Chair, in consultation with the Vice-Chairs, the business to be transacted does not warrant the holding of a meeting, or s/he considers that an

additional meeting is warranted.

8.2.2 A Special Meeting of the Board shall be convened on a minimum of 21 clear days notice given to the Secretary.

8.2.3 Notice following receipt by the Secretariat of a request from the Chair and Management Group.

8.4 Place of Meetings

8.4.1 Meetings of the Board shall either take place virtually or at an agreed venue.

8.5 Quorum

8.5.1 The quorum for meetings of the Board shall be one quarter of its regular or alternate Members.

8.6 Voting

8.6.1 The preferred method of decision making at all meetings of the Board and sub groups shall be by consensus, but if any Member representative requests a ballot then each Member shall each have a single vote.

8.7 Agenda and Reports

8.7.1 Management Group will set the agenda for the Executive Board in consultation with the Chair.

8.7.2 Copies of the Agenda for meetings of the Board shall be circulated to Member representatives normally at least seven days before the meeting, together with any relevant reports and documents.

8.7.3 Unless otherwise agreed in advance, papers shall be circulated via email.

8.7.4 Matters for inclusion in the agendas and any other reports or documents shall be sent to the Secretariat at least 10 clear days before the meeting.

8.8 Openness Policy

- 8.8.1 Meetings of the Board will be subject to the same rules of openness as applies to normal meetings of Councils, specifically public admission to meetings and public access to documents.
- 8.8.2 All papers unless of a sensitive and/or personal nature, will be placed on the relevant website and available for public access following meetings of the Board.

9. Delegation Arrangements

- 9.1 East Midlands Councils delegates all matters relating to the management and operation of EMC to the Executive Board except:
- Agreement to constitutional changes.
 - Agreement to any changes to the members allowances scheme.
 - Matters specifically delegated to the Management Group.
- 9.2 The Executive Board has the right to determine the general principles of membership and operation which will be recorded in 'Guidance for Operation/Code of Conduct of East Midlands Councils'.
- 9.3 The Executive Board is delegated to resolve any matter requiring to be determined as a matter of urgency and/or which is not otherwise delegated or identified for action or attention.
- 9.4 The Executive Director is delegated on behalf of East Midlands Councils to action every matter deemed to be urgent, and which cannot wait until the next meeting of the Executive Board in consultation with the Chair and Vice Chairs.



Management Group

Terms of Reference – July 2024

1. Membership

- 1.1 The Management Group will comprise the following membership:
- The Chair of EMC/Executive Board
 - The Principal Vice-Chair of EMC/Executive Board
 - The District Vice-Chair of EMC Executive Board
 - The four Political Group Leaders of EMC
 - Regional Board Chairs
- 1.2 A quorum shall be four members.
- 1.3 Political Group Leaders may authorise an ‘alternate member’ (from within EMC membership) who, in the event of them being unable to attend any meeting of the Management Group, may attend, speak and vote on their behalf at that meeting.
- 1.4 It is anticipated that the Group will operate on the basis of consensus. If required, voting at meetings shall be by show of hands and shall be by way of a simple majority.

2. Chair of Management Group

- 2.1 The Principal Vice-Chair of EMC/Executive Board will chair meetings of the Management Group.
- 2.2 The Vice-Chair of Management Group will be the District Vice Chair of EMC/Executive Board.

3. Attendance at Meetings

- 3.1 The Executive Director of EMC shall normally attend meetings. A representative of the accountable body has a right to attend should they

so wish. The external auditor and senior representatives shall attend meetings as requested.

- 3.2 At least once a year the Group may, at its discretion, meet with the internal and external auditors without EMC executives present.
- 3.3 Meetings of EMC Management Group shall be open to the public, subject to the right of exclusion at the discretion of the Chair.

4. Frequency of Meetings

- 4.1 Meetings shall be held quarterly, prior to any meetings of the Executive Board, and additionally as required.
- 4.2 Representatives of the accountable body and/or the external auditors may request a meeting if they consider that one is necessary, in consultation with EMC Executive Director.

5. Place of Meetings

- 5.1 Meetings will take place virtually and be held via MS Teams.

6. Authority

- 6.1 The Management Group is part of the formal governance structure of East Midlands Councils and reports to EMC Executive Board on a quarterly basis.
- 6.2 The Management Group is authorised by the Executive Board and East Midlands Councils to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee. All employees are directed to co-operate with any request made by the Management Group.
- 6.3 The Management Group is authorised by the Executive Board and East Midlands Councils to obtain external legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

7. Roles and Responsibilities

7.1 The roles and responsibilities of the Management Group shall focus upon:

- Corporate Governance
- Performance Management
- Audit and Financial Control
- Political Advice and Support

7.2 In addition to those roles and responsibilities identified in paras 7.3 to 7.17; the Management Group reserves the right to consider other issues, as identified and agreed by the Executive Board and East Midlands Councils.

Corporate Governance

7.3 To consider all matters relating to corporate governance and make recommendations to the Executive Board and full meetings of EMC, as appropriate.

7.4 To consider and recommend to the Executive Board EMC's Annual Business Plan.

7.5 To hold the EMC Executive Director accountable for the efficient and effective management of the organisation and to undertake an annual appraisal against achieving the objectives and priorities identified and agreed by the political leadership.

Performance Management

7.6 To ensure that non-financial performance is properly monitored and review EMC progress in delivering its annual key performance indicators and report appropriately to the Executive Board.

Audit and Financial Control

7.7 To consider and recommend to the Executive Board the adoption of EMC's Annual Budget.

7.8 To ensure that an adequate risk management framework and associated control environment is in place.

- 7.9 To ensure that the financial performance and compliance with financial regulations is properly monitored.
- 7.10 To have proper oversight of the financial reporting processes.
- 7.11 To have responsibility for establishing and recommending policy on all finance matters.
- 7.12 To review quarterly and annual financial statements before submission to the Executive Board and East Midlands Councils, focusing particularly on:
 - a) Any changes in work programmes and/or accounting policies and practices
 - b) Significant adjustments resulting from any audit
 - c) The 'going concern' assumption
 - d) Compliance with accounting standards and financial regulations
 - e) Compliance with legal requirements
 - f) Review and update of the Risk Register
- 7.13 To discuss concerns or issues arising from the interim and final audits, and any matters the auditor may wish to discuss (in the absence of the executive where necessary).
- 7.14 To consider the findings of internal investigations and the response of EMC executive.

Political Advice, Guidance and Support

- 7.15 To provide political advice, guidance and support to senior officers of East Midlands Councils, agreeing the composition of agendas for both the Executive Board and full EMC meetings, and identifying issues to be raised as appropriate.
- 7.16 To provide political lines of communication to members of East Midlands Councils.
- 7.17 To identify political representatives to East Midlands Councils Boards.



Regional Employers Board

Terms of Reference - July 2024

1. Background

- 1.1 The purpose of the Regional Employers' Board is to allow senior members to provide a steer on employment issues and councillor development, representing the interests of local authorities across the region.
- 1.2 The Regional Employers' Board forms the Employers' Side of the Regional Joint Council. It's specific roles are to focus on:
 - a) Decisions arrived at by the National Joint Council.
 - b) Matters delegated to the Regional Joint Council by the National Joint Council.
 - c) Liaising with national bodies to represent the interest of member councils and progress regional workforce priorities.
 - d) Promoting co-operation between Employers and recognised Trade Unions.
 - e) Advising local authorities, recognised unions and Employees on industrial relations and personnel issues.
 - f) Settling differences of interpretation and/or application of the National Agreement that cannot be resolved locally, with the agreement of both parties.
 - g) Undertaking any activity incidental to the above.
- 1.3 The Regional Joint Council may also consider matters of interest to Employers' and Employees including:
 - Pay and conditions of employment in context of the NJC agreement.
 - Health, Safety and Welfare at Work.
 - Training and development.

- Developments affecting local government which might have an impact on industrial relations.
- Employment policy and practice.
- Equality, diversity and inclusion issues.

2. Membership

- 2.1 Membership of the Regional Employers' Board shall consist of 15 members from the 4 political groupings and be allocated as per the LGA Political Balance figures.
- 2.2 The Chair and Vice Chair(s) of the Board are nominated from amongst the Board membership and as agreed by EMC Political Group Leaders.
- 2.3 Appointments will be made on an annual basis as agreed at the EMC AGM.

3. Quorum

- 3.1 The quorum for meetings of the Board shall be one quarter of its regular or alternate Members.

4. Frequency of meetings

- 4.1 Meetings shall be held quarterly, prior to any meetings of the Executive Board, and additionally as required.

5. Agendas and Reports

- 5.1 Copies of the Agenda for meetings of the Board shall be circulated to Member representatives normally at least seven days before the meeting, together with any relevant reports and documents.
- 5.2 Unless otherwise agreed in advance, papers shall be circulated via email.
- 5.3 Matters for inclusion in the agendas and any other reports or documents shall be sent to the Secretariat at least 10 clear days before the meeting.

EAST MIDLANDS REGIONAL JOINT COUNCIL
FOR LOCAL GOVERNMENT SERVICES

CONSTITUTION – JULY 2024

1. Title

- 1.1 The Council shall be known as the East Midlands Regional Joint Council for Local Government Services.

2. Area

- 2.1 The sphere of operation shall include local authorities within the boundaries of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland; together with other employers, for which there is no separate negotiating body and which are clearly part of the mainstream or identified with local government and who accept the authority of the Regional Joint Council.

3. Scope

- 3.1 The functions of the Council shall relate to all Employees covered by the National Joint Council for Local Government Services.

4. Membership

- (a) The Council shall consist of no more than 30 Members of whom 15 shall be appointed to represent the Employers' and 15 to represent the Employees.
- (b) The Employers' representatives shall be appointed as determined by East Midlands Councils or such body as may replace it.
- (c) The Employees' representatives shall be appointed as follows:
- UNISON 8 representatives
 - GMB 4 representatives
 - Unite 3 representatives

TOTAL 15 representatives

- (d) If any of the bodies referred to in paragraphs (b) and (c) fail to appoint the number of representatives provided for by the Constitution, such failure to appoint shall not invalidate the decisions of the council.
- (e) In the event of any Member of the Council or any of its Committees being unable to attend any meeting, the body represented by such Member shall be entitled to appoint another representative to attend as a substitute.
- (f) All Members of the Regional Joint Council shall retire before the Annual Meeting each year and shall be eligible for re-appointment.
- (g) On the occurrence of a vacancy, a new Member shall be appointed by the body in whose representation the vacancy occurs and shall be a Member until the end of the period for which the previous Member was appointed.

FUNCTIONS

5. Functions

5.1 The Regional Joint Council may consider any matter raised by either the Employers' Side or the Employees' Side, or referred to it by the National Joint Council for Local Government Services, and take executive action within the Regional Joint Council area in connection with:

- Decisions arrived at by the National Joint Council.
- Matters delegated to the Regional Joint Council by the National Joint Council.
- Promoting co-operation between Employers and recognised Trade Unions.
- Advising local authorities, recognised unions and Employees on industrial relations and personnel issues.
- Settling differences of interpretation and/or application of the National Agreement that cannot be resolved locally.
- Undertaking any activity incidental to the above.

6. Consideration of General Matters

6.1 The Regional Joint Council may also consider matters of interest to Employers' and Employees including:

- Pay and conditions of employment in context of the NJC agreement.
- Health, Safety and Welfare at Work.
- Training and development.
- Developments affecting local government which might have an impact on industrial relations.
- Employment policy and practice.
- Equality issues.

CONDUCT OF BUSINESS

7. Forums & Task Groups

7.1 The Council may appoint, such, Forums and Task Groups as they may consider necessary to advise the Council and inform its decisions. The Council may delegate powers to any such meetings in line with the terms of reference and function of the full Council.

8. Other Members

8.1 The Council or a Sub Group may invite the attendance of any persons whose special knowledge would be of assistance. Such persons shall not have the power to vote.

9. Chair and Vice-Chair

9.1 Each side shall appoint from amongst its Members, a Chair and Vice Chair. The Chair shall be held in alternate meetings by a Member of the Employers' Side or a Member of the Employees' Side. The Vice Chair shall be held by the side not in the Chair.

9.2 In the absence of the Chair, the Vice Chair shall preside at the meetings of the Council. If neither the Chair nor the Vice Chair is present, a Chair shall be elected for the meeting.

9.3 The Chair shall have a vote but not a casting vote.

10. Meetings

10.1 Held four times a year and shall include one meeting each year designated as the Annual Meeting.

10.2 The Chair shall call a special meeting of the Council if so requested by either side of the Council. The requisition, and also the notice summoning the meeting, shall state the nature of the business proposed to be transacted, and no other matters shall be discussed. The meeting shall take place within fourteen days of such a requisition being received by both Joint Secretaries.

11. Voting

11.1 Voting shall be by respective sides. No resolution shall be regarded as carried unless it is approved separately by the majority of both Employers' and Employees' representatives present and voting at the Council.

12. Quorum

12.1 The quorum shall require one third of the Members of each side. In the absence of a quorum the Chair shall declare the meeting closed and the business then under discussion shall be the first business to be discussed at the next meeting of the Council.

13. Notice of Meetings

13.1 All notices of meetings of the Joint Council will be sent to the respective Members at least 7 days before the meeting.

14. Finance

14.1 The administrative expenses of the Regional Joint Council, which shall be deemed to include expenses reasonably incurred by representatives appointed by the Council to undertake any special duty or function on their behalf, shall be borne on an equitable basis by the Employers' and Employees' Sides.

15. Arbitration & Conciliation

15.1 In the event of a difference or dispute arising between the Employers' and Employees' Side of the Regional Joint Council, the matter shall be referred

to the National Joint Council, subject to both sides agreeing to this as an appropriate course of action.

15.2 In such cases, it shall be the objective of the Council, through the Joint Secretaries, to seek an agreed Statement of the Facts of the case which shall form part of the reference. If, however, agreement cannot be reached then it shall be the responsibility of the Joint Secretaries to refer the separate statements of both parties.

15.3 Throughout the process it shall be the responsibility of the Joint Secretaries to endeavour to assist the two Sides to reach an agreed conclusion.



Regional Migration Board

Terms of Reference – July 2024

1. Background

- 1.1 The Regional Migration Board is the politically led decision making Board for the East Midlands Strategic Migration Partnership (EMSMP) on matters that relate to asylum and refugee resettlement.
- 1.2 The purpose of the wider EMSMP and its decision-making Regional Migration Board, is to provide an advisory and co-ordination function for migration matters in the East Midlands:
 - Consider, advise, and agree regional approach to the delivery of asylum and refugee programmes that include, but not limited to:
 - Asylum dispersal.
 - UK Resettlement Scheme (UKRS)
 - Afghan Relocations and Assistance Policy (ARAP) and Afghan Citizens Resettlement Scheme.
 - National Transfer Scheme for Unaccompanied Asylum-Seeking Children (UASCs), as well as children resettled directly from the Middle East and North Africa region and other related refugee programmes.
 - Hong Kong BN(O) scheme.
 - Homes for Ukraine scheme.
 - Link with and inform regional strategies and initiatives particularly relating to housing and planning, community cohesion, education, language, employment, and health issues for migrants.
 - Facilitate local and regional consultations that support a functioning and sustainable national Government asylum dispersal policy and local area agreements (known as 'cluster areas'), and UASC schemes and

associated refugee resettlement programmes including the Hong Kong BN(O) visa scheme.

- Provide strong inter-agency collaboration (including between local and national government, and the Home Office contractors that provides accommodation and support for asylum seekers in the region) on programmes and planning services for asylum seekers and refugees at regional and local level.
 - Consider and agree Home Office, DLUHC and East Midlands Strategic Migration Partnership member organisations' proposals for any change as they affect the region.
 - Consider and agree any issues relating to support of dispersed asylum seekers, refugees and migrants which cannot be resolved at local level.
 - Consider and advise on the impact of migration on community cohesion, housing, education, employment, health, and other services.
- 1.3 The EMSMP provides an advisory, development and consultation function for member organisations from the statutory, voluntary, community and private sectors - for the co-ordination and provision of advice, support and services on asylum and refugee matters.
- 1.4 The EMSMP is funded by the Home Office and the Department for Levelling Up, Housing and Communities (DLUHC) grants that includes asylum dispersal, refugee resettlement (UKRS), unaccompanied asylum-seeking children (UASC), Hong Visa BN(O), Afghan Relocation Assistance Policy (ARAP), Afghan Citizens Resettlement Scheme (ACRS) and No Recourse to Public Funds (NRPF). The East Midlands Strategic Migration Partnership is one of eleven UK partnerships.
- 1.5 The region covers the unitaries and counties of Derby, Derbyshire, Leicester, Leicestershire, Lincolnshire, North and West Northamptonshire, Nottingham, Nottinghamshire and Rutland.
- 1.6 The purpose of the East Midlands Strategic Migration Partnership is to:

- Act as the focal point allowing the sharing of expertise, advice and vital information between local authorities, asylum accommodation providers and the Home Office, Department for Levelling Up, Housing and Communities (DLUHC) health, education and police that ensures planning between all such bodies is met.
- Makes certain there is leadership to ensure that the region takes a joined up strategic approach to migration issues.

2. Membership

- 2.1 The Regional Migration Board has 15 Elected Members that reflect the region's political balance as identified by the LGA providing political representation to the group.
- 2.2 The Chair and Vice Chair(s) of the Board are nominated from amongst the Board membership and as agreed by EMC Political Group Leaders.
- 2.3 Appointments will be made on an annual basis as agreed at the EMC AGM.
- 2.4 The Regional Migration Board is supported by senior officers including, but not limited to, regional lead directors of children's services, adult services, and public health.

3. Quorum

- 3.1 The quorum for meetings of the Board shall be one quarter of its regular or alternate Members.

4. Frequency of Meetings

- 4.1 The Regional Migration Board meets quarterly either in person or virtually via MS Teams, prior to any meetings of the Executive Board, and additionally as required.

5. Agendas and Reports

- 5.1 Copies of the Agenda for meetings of the Board shall be circulated to Member representatives normally at least seven days before the meeting,

together with any relevant reports and documents.

- 5.2 Unless otherwise agreed in advance, papers shall be circulated via email.
- 5.3 Matters for inclusion in the agendas and any other reports or documents shall be sent to the Secretariat at least 10 clear days before the meeting.

DRAFT



Transport for the East Midlands

Terms of Reference – July 2024

1. Purpose

- 1.1 To provide collective leadership on strategic transport issues for the East Midlands.
- 1.2 To develop and agree strategic transport investment priorities.
- 1.3 To provide collective East Midlands input into Midlands Connect (and other relevant sub-national bodies), the Department for Transport and its delivery bodies, and the work of the National Infrastructure Commission.
- 1.4 To monitor the delivery of strategic transport investment within the East Midlands, and to highlight any concerns to the relevant delivery bodies, the Department for Transport and where necessary the EMC Executive Board.
- 1.5 To provide regular activity updates to Leaders through the EMC Executive Board.

2. Membership

- 2.1 TfEM will comprise elected members nominated by the region's Local Transport Authorities (LTAs) - to be determined by each authority but with an expectation it would be the relevant portfolio holder.
- 2.2 Senior representatives of the Department for Transport, Highways England and Network Rail will be invited to attend as ex-officio members.

3. Quorum

- 3.1 The quorum for meetings shall be one quarter of its regular or alternate Members.

4. Frequency

- 4.1 TfEM meetings are held quarterly via MS Teams and additionally as required.

5. Agenda and Reports

- 5.1 Copies of the Agenda for meetings shall be circulated to Member representatives normally at least seven days before the meeting, together with any relevant reports and documents.

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