



Management Group Meeting

10.00am, Friday 22nd November 2024

MS Teams

AGENDA

1. Welcome and Apologies
2. Declarations of Interest
3. Minutes of meeting held on 6th September 2024*
4. Matters Arising
5. Chair's Report * (Cllr Martin Hill)
6. Combined Authority – Discussion Note on Joint Working *
7. Budgets and Financial Control * (Cllr Sarah Russell)
8. Performance Management * (Cllr David Bill)
9. Corporate Governance * (Cllr Tricia Gilby)
10. Conduct and Standards * (Cllr Jewel Miah)
11. Executive Board (6th December 2024)
12. Any Other Business

* Papers attached



**EAST MIDLANDS COUNCILS
MANAGEMENT GROUP MEETING
MINUTES OF THE MEETING HELD ON 6TH SEPTEMBER 2024**

Present: Cllr Sarah Russell – Leicester City Council
Cllr Martin Hill - Lincolnshire County Council
Cllr Tricia Gilby – Chesterfield Borough Council
Cllr Jewel Miah – Charnwood Borough Council
Cllr Alex Dale – Derbyshire County 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 Phil King – Harborough District Council
Cllr Matthew Relf – Ashfield District Council

		ACTION
1.	Apologies	
1.1	Apologies were received from Cllr Phil King and Cllr Matthew Relf.	
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 May 2024	
3.1	These were confirmed as a true and accurate record.	
4.	Matters Arising	
4.1	Cllr David Bill enquired around transport funding and whether there were any further updates.	

		ACTION
4.2	Stuart confirmed a report was taken to the AGM and an update report will also be taken to the next Executive Board.	
5.	Chair's Report	
5.1	Cllr Martin Hill highlighted key areas from his report. There have been a number of local political changes since the last meeting alongside a new government now in place.	SY
5.2	There are a number of MPs in the region who have Ministerial roles in government.	
5.3	There have been significant announcements on housing and planning that impact upon local government and that EMC should respond to.	
5.4	Cllr Kate Foale highlighted shortage of planners in the area and the impact of this.	
5.5	Stuart Young stated that in relation to the response to the NPPF, a draft will be shared with Members shortly. This will need to be submitted under Chair/Vice Chairs delegated authority as the response to the consultation is due prior to the next Executive Board.	
5.6	Members discussed the Government's legislative proposals and the importance of the proposed Devolution Bill, with its White Paper likely to be published later this year.	
5.7	Cllr Jewel Miah highlighted discussions in relation to devolution proposals elsewhere including Hull & East Yorkshire.	
5.8	Stuart Young highlighted nominations to outside bodies as presented in the Chair's Report. It is suggested that Claire Ward should be one of the representatives on Midlands Connect given the status of EMCCA as that area's LTA.	
5.9	The following were agreed as representatives:	

		ACTION
	<p>Midlands Connect</p> <p>Mayor Claire Ward to replace Cllr Ben Bradley Sir Peter Soulsby (Leicester City) Cllr Richard Davies (Lincolnshire County)</p> <p>Midlands Engine</p> <p>Cllr Neghat Khan, Cllr Nadine Peatfield, Cllr Barry Lewis, and a representative from Leicestershire CC (TBC). Cllr Gale Waller (Rutland) as an alternate member.</p>	SY
5.10	Stuart Young highlighted engagement with the Combined Authority. He asked whether it would be helpful to send a further invitation to attend a meeting of the Executive Board and also whether an introductory meeting would be helpful.	
5.11	Cllr Russell expressed concern in relation to sending an invitation to attend the Executive Board and whether it would be more beneficial to propose a meeting to extend offer for membership of EMC. There is a need to be clear of cost and what membership would entitle them to. This can then include any future Mayors.	
5.12	Stuart Young confirmed he has been in discussions with officers at EMCCA on arrangements relating to joint work and alignment of transport responsibilities. Members directed that a report to be included on the agenda for the next Management Group meeting on governance and ways of working with combined authorities.	SY
5.13	Cllr Hill highlighted the commitment to meet new leaders and meetings need to be arranged.	SY
5.14	The Government has announced that RAF Scampton won't be used as a new migration centre. The challenge of contingency accommodation and local housing capacity remains as additional asylum arrivals continue.	

		ACTION
5.15	Cllr Hill also highlighted issues in the asylum processing centre where a significant number of age assessments were required as a result of people claiming to be UASC.	SY
5.16	Cllr David Bill highlighted the growth statistics and asked whether Severn Trent could be brought in to identify money spent on drainage, sewage and flooding. He expressed concerns about money being cut back on capital spending.	
5.17	Cllr Hill feels a conversation across the whole East Midlands would be helpful on this.	
5.18	Stuart Young confirmed this is a key issue and it was agreed at the AGM to revisit this once the APPG is re-established.	
5.19	Members stated that it would not just be Severn Trent as there are other water authorities in the region as well.	
5.20	Cllr Sarah Russell suggested we invite Norman Robinson (Environment Agency) to a future EMC Meeting.	SY
5.21	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Considered the General Election results, Ministerial appointments and update on Government's legislative programme. ▪ Considered nominations to Midlands Connect and Midlands Engine Executive Boards. ▪ Agreed that EMC offers a response to the MHCLG consultation on changes to the NPPF as highlighted in section 3 of the report. ▪ Considered the implications of this analysis to inform future work on investment and growth. 	
6.	Budget and Financial Control	
6.1	Cllr Sarah Russell introduced this report and confirmed earned income is expected to be on target.	

		ACTION
6.2	Steve Charlesworth confirmed that following on from the discussion at the last meeting, the staffing budget for the Members Development cost centre has been reduced and transferred to the Core Services Cost Centre to better reflect associated staffing costs.	
6.3	<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 the end of July 2024 and the associated forecast outturn to 31st March 2025. ▪ Approved amendments to Budget to incorporate increases to Government Grants for the current year. 	
7.	Performance Management	
7.1	Cllr David Bill introduced this report and confirmed the KPIs are currently on-track to be delivered.	
7.2	Members stressed the importance of engagement with newly-elected MPs.	
7.3	Stuart Young confirmed the APPG had not yet been re-established. EMC has sent an introductory welcome letter to all MPs updating on the work of EMC and will be holding further discussions over the coming weeks.	
7.4	A number of MPs have replied and are more than happy to work with APPG on issues of common concern. There is a need to identify co-chairs from Labour and Conservative parties.	SY
7.5	<p><u>Resolution</u></p> <p>Members of the Management Group considered the progress in meeting the agreed key performance indicators for 2024/25.</p>	
8.	Corporate Governance	
8.1	Cllr Tricia Gilby introduced this report and highlighted the risk register and mitigations in place to risk.	

		ACTION
8.2	She also highlighted the issues raised by the external auditor.	
8.3	Internal audit has now been completed. Members noted it was disappointing to only receive a moderate level of assurance, although the recommendations have now been addressed.	
8.4	Members considered the report on accountable body arrangements and that this should be kept under annual review.	
8.5	Members approved the Contract Exemption for the commission to appoint specialist contactors on MMLe research.	
8.6	Steve stated that EMC are reliant upon the Finance team at Nottingham City to provide high-level financial information.	
8.7	Cllr Sarah Russell expressed concerns over how staff can access information without the support of NCC colleagues.	SY
8.8	Cllr Hill feels there needs to be a dedicated single point of contact specified in the accountable body arrangement. Members supported this in order to give assurances.	
8.9	Members agreed that there is no need to consider alternative accountable body arrangements, but remain concerned on the functionality if the system is not accessed fully by EMC colleagues.	
8.10	Stuart Young will discuss accountable body arrangements with NCC CX.	SY/SC
8.11	Steve confirmed the statement of accounts have now been finalised by the External Auditors and these will be shared with Members. The final audit report and statement of accounts will be presented to Members at the next meeting.	SC
8.12	<u>Resolution</u> Members of the Management Group:	

		ACTION
	<ul style="list-style-type: none"> ▪ Noted the summary position on organisation risk management. ▪ Considered EMC's External Financial Audit – Draft Statement of Accounts 2023-24. ▪ Considered the final report and recommendations of the internal audit report and the response of management team. ▪ Considered the review of EMC's accountable body arrangements. ▪ Noted the exemption to tender, as detailed in section 5 of the report. 	
9.	Conduct and Standards	
9.1	Cllr Jewel Miah introduced this report and confirmed there are no issues to highlight.	
9.2	<u>Resolution</u> Members of the Management Group noted the contents of the report.	
10.	EMC Executive Board – 27th September 2024	
10.1	Members discussed and agreed the agenda for the forthcoming Executive Board meeting on 27 th September 2024. The following reports will be included in the papers: <ul style="list-style-type: none"> ▪ Board Reports (Employers' Board to be the first Board report) ▪ Infrastructure (to include flooding) ▪ An invitation has been extended to Matthew Pennycook – Minister for state of Housing & Planning. We are still waiting for confirmation from his office. 	
11	Any Other Business	
11.1	None.	



Management Group
22nd November 2024

Chair's Report

Cllr Martin Hill OBE

Summary

The following report provides a summary information on HM Budget announcements and wider implications for the sector and the East Midlands.

Recommendation

Members of Management Group are invited to consider and advise upon the implications of matters raised within this report.

HM Treasury – Budget 2024

1. Overview

- 1.1 On Wednesday 30 October, The Chancellor of the Exchequer, Rt Hon Rachel Reeves MP, presented the Government's Budget to Parliament.
- 1.2 For the local government sector, the Budget confirmed £1.3bn of new grant funding in 2025/26 to deliver core services, of which £600m is for social care and £700m to support general pressures. Overall, local government budgets for 2025-26 will increase to £14.3bn.
- 1.3 In addition, there was confirmation of a further year of the UK Shared Prosperity Fund and £1bn in levelling up funding. Authorities were also promised £1.1bn of new funding in 2025-26 through the implementation of the Extended Producer Responsibility for packaging scheme.
- 1.4 The Chancellor also announced:
 - A £1bn uplift to special educational needs and disability (SEND) and Alternative Provision funding.
 - £233m in additional resource funding for 2025-2026 for homelessness pressures.
 - £1bn to extend the Household Support Fund (HSF) in England and Discretionary Housing Payments (DHPs) in England and Wales in 2025-2026, building on the previous investment of £500 million to extend the HSF in England to 31 March 2025.
 - £5bn government investment to deliver housing commitments, promised an affordable homes programme, and confirmed reduction of right to buy discounts and for councils to retain the full receipts to reinvest.
 - £4m to create hundreds of new foster placements by ensuring that every local authority has access to a regional recruitment hub.
 - £640m in Bus Service Improvement Plans funding to support locally-led initiatives to improve local bus services, such as service support, fares initiatives and capital schemes.
 - £500m investment in the road network.

East Midlands Implications:

- 1.5 Even in a monster-sized budget, the East Midlands received limited mention. The Chancellor did propose to spend almost £1bn on the aerospace sector in the East

Midlands and South West over the course of the next 5 years, but with no further detail.

- 1.6 The Chancellor also confirmed approval of a £160m East Midlands Investment Zone that will support advanced manufacturing and green industries. The proposed sites include the former Staveley Chemical Works site and former Harington Colliery site.
- 1.7 While there were no specific announcements relating to investment on key transport infrastructure, it is positive that the MML electrification and the upgrade/dualling of A46 was not included in the list of cancelled schemes.
- 1.8 At this stage, EMC is unable to confirm whether the capital budget for 25-26 is already fully allocated to investment decisions e.g. meaning MML or A46 can only come from new money in 26-27 and beyond.
- 1.9 Levelling up culture and capital projects that were announced in the 2024 Spring Budget are set to be cancelled. Describing these projects as ‘unfunded’, the Government stated it was “minded to cancel” them - but it will “consult with potential funding recipients before making a final decision”. This affects a number of projects in the East Midlands.

Workforce

- 1.10 The Chancellor also announced:
 - The National Living Wage will increase by 6.7% from April 2025.
 - The National Minimum Wage for 18 to 20-year-olds will also rise from £8.60 to £10.00 per hour.
 - National insurance employer contributions will increase from 13.8% to 15% from April 2025, and the current threshold will be lowered from £9,100 to £5,000.
- 1.11 How this will be applied to the sector, and its impact, is still to be confirmed.
- 1.12 Changes to National Insurance contributions (NICs) will disproportionately affect sectors with many part-time workers on low wages – this includes adult social care, where 45% of staff work part-time and the median hourly rate for care workers was £11.00 in March 2024.
- 1.13 Reports suggest that, unlike the NHS, adult social care providers will not be compensated for increased costs due to these changes.

2. Local Government Finance Reform

- 2.1 Government stated its intention to implement finance reform of council tax and business rates, with the Government stating its intention to start with a deprivation-based approach in 2025-26 and a broader approach with multi-year settlements from 2026-27.
- 2.2 It is likely that Government will make a policy statement w/c 18th November in advance of the provisional finance settlement that is likely to be published on 19th December 2024, the day the House of Commons rises for its Christmas recess.

3. Local Government Reorganisation

- 3.1 While there was no mention of reorganisation in the speech itself, in supporting documents the intention to implement a local government restructure was clear. "The upcoming English Devolution White Paper will set out more detail on the Government's devolution plans, including on working with councils to move to simpler structures that make sense for their local areas, with efficiency savings from council reorganisation helping to meet the needs of local people.'
- 3.2 The Government subsequently reiterated Whitehall plans to create 'unitary councils of the right size' but has refused to be drawn on specifics merely that "the Government is committed to pursuing a comprehensive set of reforms of public services to return the local government sector to a sustainable position."
- 3.3 It is hoped that the Devolution White Paper provides absolute clarity on the scale of Government ambitions including confirmation of minimum population expectations.
- 3.4 These proposals are of obvious interest to councils in the East Midlands, given its prevalent two-tier structure.
- 3.5 The Devolution White Paper is likely to be published w/c 2nd December 2024.

4. Midlands Engine – Government Consultation on Cessation of Funding

- 4.1 As part of the last week's Budget announcement, the Government stated its intention to consult on ending the funding for pan-regional partnerships, as of March 2025. This relates to the Midlands Engine. While details remain a little sketchy, the formal consultation will likely be published within the next week or so and will be open for a period of four weeks.

- 4.2 To inform EMC's response, the region's nominated representatives to the Midlands Engine Board will be consulted.
- 4.3 From initial soundings, the response of LAs in the region is likely to be rather mixed, over and above the need for sensible transition to new arrangements. Government has been clear that it is 'minded' to cease funding arrangements, a very clear indication of its intention.
- 4.4 Consequently, the best approach may be for the Midlands Engine to secure a limited extension of funding to allow for a more orderly winding down/transfer of arrangements.

5. Recommendation

- 5.1 Members of Management Group are invited to consider and advise upon the implications of matters raised within this report.



Management Group

22nd November 2024

Lead Member Report

Budget and Finance Control

Budget Monitoring Report Period - April 2024 to October 2024

Summary

This report presents the accounts for the period April 2024 to October 2024.

This is the second set of management accounts presented to Management Group for the financial year 2024/25 continuing the format including the main budget heads, specifically: Core Services, Contracts and Grants, Consultancy, Member Learning and Development, Fee Paying Events and Services.

Recommendation

Members of the Management Group are invited to note the actual financial position for the period to the end of October 2024 and the associated forecast outturn to 31st March 2025.

1. Key Points

- 1.1 The budget surplus of £4,800 was set for 2024/25. The forecast for March 2025 remains at a surplus of £4,800.
- 1.2 Since the budget was set in March 2024 the Home Office Migration related Grants was expected to reduce from the 2023-24 level of £393,000, (which included an additional “Variation” grant of £68,000 which was expected to be a one-off grant) back to the previous level of £325,000. The additional £68,000, however, has continued for 2024-25. This has now been included in the budget figures. There is no impact on the surplus.
- 1.3 The longer-term resilience and sustainability remain uncertain as the Midlands Connect contracted income is only secured on a one-year basis, as is the Rail Collaboration Scheme. While there is on-going commitment to fund asylum and refugee resettlement, and longer terms arrangements are being discussed, current Home Office and MHCLG grants are 12 months up to March 2024 and July 2024, respectively.
- 1.4 This report, and appendices, highlights the current financial position at a summary level and for each of the cost centres, together with an end of year forecast. Actuals to the end of October include only ‘banked’ or ‘committed’ savings and/or additional income invoiced at this time, while Staff costs are up to, and include the October payroll figures.

2. Financial Report Period Ending October 2024

- 2.1 The financial statements, attached as Appendix 7(a) to (f), detail the financial position for the period up to the end of October 2024. It also provides a forecast for the outturn as of 31st March 2025.
- 2.2 The staffing budgets and charges are allocated to each cost centre based on the estimated time spent by staff on each activity.
- 2.3 Corporate staff, those not working on specific grant funded projects, and other corporate costs are allocated on an agreed percentage basis across all 5 key areas of work. The corporate staff costs have been assimilated into the staffing costs for each cost centre together with the other corporate costs (rent, service level agreements, etc.) and are shown as overhead costs across all cost centres.

3. Staffing

- 3.1 The staffing budget now stands at £1,289,400 which includes any associated incremental payments which was effective from April 2024 and also include further costs as a result of the additional Migration Grant, outlined in paragraph 1.2, above.

4. Income

- 4.1 Income to East Midlands Councils is split between:
- Membership Subscriptions.
 - Grants and Contracts, of which there are six: Asylum Grant, Resettlement Grant, these encompass: Unaccompanied Asylum Seeking Children's (UASC) Grant, English as a Secondary or Other Language (ESOL) Grant, which are funded by the Home Office. The Hong Kong (Nationals) Grant and Homes for Ukraine Grant are funded by the MHCLG; and Midlands Connect and the Rail Collaboration Project, both of which are secured through contracts. There are other short term schemes which are funded with a mix of Government and Local Authority contributions (these are detailed in paragraph 7.3).
 - Earned Income, which consists of a mix of consultancy work, services, fees, events and courses provided to member authorities, together with Bank Interest.
- 4.2 Membership Subscriptions budget includes South Holland District Council, who determine each year whether they will continue in membership as they issue notice to leave which can carry forward, who have agreed to remain as members for 2024-25.

5. Direct Costs

- 5.1 Direct costs relate to, and are charged directly to, cost centres from source, they include: room hire, catering, professional fees, travel costs/mileage and event publicity costs. There are likely to be additional costs emanating from the additional funding from the Home Office and these will be incorporated into this budget once the exact split of expenditure is determined.

6. Corporate Costs

- 6.1 These costs include premises rent; computer and office equipment; service level agreements; external / pension valuation costs; publicity / website costs; telephone, stationery, printing and materials.
- 6.2 The costs of these are initially charged in full to the Core Funds cost centre and then apportioned across all cost centres as overhead costs, though the largest proportion is retained within core services.
- 6.3 The allocation of corporate costs charged as overheads to cost centres totals £82,100 which is slightly less than last year.

7. Rechargeable Items

- 7.1 In addition to all costs and income associated with the five cost centres, there are currently a number of projects that have either started, or are in the process of being set up, where EMC acts as a conduit to disperse the funding provided to be spent in pursuance of the specified activity on behalf of other organisations. The financing and spending for these activities are not shown in the attached appendices.
- 7.2 The current rechargeable projects are: Place to Call Home; Regional Immigration Support (previously known as the UASC Regional Fund); Rail Collaboration Project; Regional Strategic Needs Analysis; the East Midlands DfE RIIA Funding Bid; and, previous years' grant for English as a Secondary or Other Language.
- 7.3 The current position for each of these is shown below:

a) Place to Call Home (UASC)	£
Balance b/fwd from 2023/24	105,377
Payments made in 2024/25	<u>59,762</u>
Balance currently held	<u>45,615</u>
b) ESOL (Previous Balances)	£
Balance b/fwd from 2023/24	50,227
Payments made in 2024/25	<u>0</u>
Balance currently held	<u>50,227</u>
c) Regional Immigration Support	£
Balance b/fwd from 2023/24	6,784

Payments made in 2024/25	<u>3,760</u>
Balance currently held	<u>3,024</u>
d) Rail Collaboration Project	£
Balance b/fwd from 2023/24	141,852
Grant received in 2024/25	<u>126,412</u>
	268,264
Payments made in 2024/25	<u>100,137</u>
Balance currently held	<u>168,127</u>
e) UASC Strategic Needs/DfE RIIA	£
Balance b/fwd from 2023-24	88,565
Grants received in 2024-25	<u>0</u>
	88,565
Payments made in 2024-25	<u>0</u>
Balance currently held	<u>88,565</u>

- 7.4 The funding currently held from these projects, currently £355,558, is held by Nottingham City Council in the same way as all EMC funding is managed and interest earned on the sums held is credited to EMC at the end of the financial year. The balance held at the end of 2023/24 was carried forward into this year's accounts and any remaining balances at the end of this year will be treated as Receipts in Advance and will be carried forward to 2025-26.

8. Reserves and Liabilities

- 8.1 At the beginning of the financial year 2024/25 the level of 'useable reserves' was £598,900, which is allocated to fund various purposes as listed below:
- £310,900 to an earmarked reserve for staffing liabilities (except pension liabilities).
 - £36,000 to an earmarked reserve for renewals.
 - £33,000 to an earmarked reserve for the Local Government Re-Structuring implications.
 - £219,000 to an unallocated reserve to manage unforeseen financial events.
- 8.2 All these reserves are invested on EMC's behalf by our accountable body in accordance with their investment policies which means that any interest being earned by our reserves is allocated back to EMC at the end of the financial year. £500,000 of this is invested in a 12-months fixed term deposit earning 4.95% interest (delegated authority provided by Management Group) which matures on

6th February 2025. Remaining reserves currently earn around 0.1% below Bank of England base rate annually (which is presently 4.75%) and are easily accessible.

9. Summary

9.1 Members are advised that in securing the anticipated budget out-turn, the following financial risks are identified as the most significant to EMC and require active management:

- a) The Earned Income budget (£311,300) includes all forms of income except Subscriptions, Grants and Contracts, Secondments and Sponsorship and is derived essentially from courses, events and consultancy opportunities created by EMC staff. It is therefore vulnerable to the demands and capacity of the sector. The budget has been constant for a number of years and remains at a level set when EMC was a larger organisation. Achieving actual income to the level of the budget has always proved difficult, and so achieving the budget will again be challenging.
- b) Expenditure budgets (totalling £1,738,900) are monitored closely. Staffing costs (Budget £1,289,400), which account for just over 74% of the total expenditure, are set and manageable which just leaves £449,500 as Other Expenditure and though some of this is variable, variances are picked up quickly.
- c) Grants and Contracts (Budget £1,140,300) are secure for the current year.

10. Recommendation

Members of the Management Group are invited to note the actual financial position for the period to October 2024 and the associated forecast outturn to 31st March 2025.

Cllr Sarah Russell
Vice Chair
East Midlands Councils

EMC	Approved Budget 2024/25	Profile to Forecast 2024/25	Actual to October 2024	Forecast to March 2025	Variance
	£	£	£	£	£
Income					
Subscriptions	292,100	245,000	244,410	292,100	0
Grants – Home Office	458,000	229,000	229,000	458,000	0
Grants - DLUHC	365,300	201,658	201,658	365,300	0
Contracts – MC / DfT	317,000	261,997	261,997	317,000	0
Earned Income	311,300	157,575	134,200	311,300	0
Total	1,743,700	1,095,230	1,071,265	1,743,700	0
Expenditure					
Staffing	1,289,400	752,150	769,894	1,289,400	0
Members Allowances	25,000	14,583	13,560	25,000	0
Premises	27,000	15,750	14,900	27,000	0
Service Level Agreements	18,500	0	0	18,500	0
Other Direct Costs	379,000	221,083	228,185	379,000	0
Total	1,738,900	1,003,567	1,026,539	1,738,900	0
Surplus/-Deficit	4,800	91,663	44,726	4,800	0

Summary Position to the end October 2024:

The financial position to the end of October shows a spend and income level which is likely to result in a surplus of £4,800 for the financial year.

The “Actual” column includes actual spend and income to the end of October 2024, including staffing costs.

Staffing costs are currently overspending against budget, but the impact of the redundancy are starting to appear. The Staffing costs position overall is that spend will be in line with budget before the end of the financial year.

The actual Direct costs spend is broadly in line with budget profiles to the end of October. Earned Income is showing slightly more income than might be expected but this is likely to be in line during the Autumn months.

The Rail Collaboration Scheme for the current year have been paid up front. The Hong Kong Nationals Grant, the Home Office and MHLGC Migration related grants are paid over the course of the year and the first payment from each department has been. We

have also received the initial 70% payment of the Hong Kong Grant with the balance becoming due in January 2025.

Corporate and Core Services	Approved Budget 2024/25	Profile to Forecast 2024/25	Actual to October 2024		Forecast to March 2025	Variance
	£	£	£		£	£
Income						
Subscriptions	292,100	245,000	244,410		292,100	0
Interest	23,500	0	0		23,500	0
Total	315,600	245,000	244,410		315,600	0
Expenditure						
Staffing	228,500	133,292	131,397		228,500	0
Members Allowances	25,000	14,583	13,560		25,000	0
Premises	27,000	15,750	14,900		27,000	0
Service Level Agreements	18,500	0	0		18,500	0
Other Direct Costs	45,100	26,308	25,763		45,100	0
Overhead Costs	13,000	7,583	7,583		13,000	0
Recharged to Cost Centres	-82,100	-47,892	-47,892		-82,100	0
Total	275,000	149,625	145,311		275,000	0
Surplus/-Deficit	40,600	95,375	99,099		40,600	0

Position to the end of October 2024:

Membership Subscription income is likely to be complete shortly once we have received all the remaining purchase orders from member authorities.

Staffing costs are coded to cost centres on the basis of time spent by staff on specific pieces of work and are in line with budget expectations.

Service Level Agreements are transferred to EMC at the end of the financial year whilst Premises costs and Members Allowances appear likely to show small underspends for the year.

Contracts & Grants	Approved Budget 2024/25	Profile to Forecast 2024/25	Actual to October 2024	Forecast to March 2025	Variance
	£	£	£	£	£
Income					
Grants – Home Office	458,000	229,000	229,000	458,000	0
Grants – MHCLG	365,300	201,658	201,658	365,300	0
Contracts – MC/DfT/DfE	317,000	261,997	261,997	317,000	0
Total	1,140,300	692,655	692,655	1,140,300	0
Expenditure					
Staffing	911,500	531,708	532,167	911,500	0
Direct costs	239,800	139,883	146,445	236,100	0
Overhead costs	51,500	30,042	30,042	52,300	0
Total	1,202,800	701,633	708,784	1,202,800	0
Surplus/-Deficit	-62,500	-8,978	-16,099	-62,500	0

Position to October 2024:

Migration Grants

Home Office grant has remained at £393,000 in the current year and the extension of the variable grant of £68,000 which is now included in these figures.

The MHCLG Hong Kong Grant of £295,000. DLUHC also provide the Ukraine Grant of £70,000 which totals £365,300. These have now been incorporated into the income and expenditure figures. There will be no impact on the projected surplus.

Transport Contracts

An increase to the Rail Franchise Project has been agreed at £121,500 and added to this is an assumption of £99,500 spend from associated contributions from local authorities which now totals £221,000.

Midlands Connect work totals £90,000 of which £50,000 is funded by Midlands Connect directly and £40,000 is funded by other one-off work and sources.

Other income and expenditure figures are in line with budget profiles.

Member Development	Approved Budget 2024/25	Profiled Budget 2024/25	Actual to October 2024		Forecast to March 2025	Variance
	£	£	£		£	£
Income						
Development	6,000	3,500	4,025		6,000	0
Total	6,000	3,500	4,025		6,000	0
Expenditure						
Staffing	13,100	7,642	17,762		13,100	0
Direct costs	2,800	1,633	3,882		2,800	0
Overhead costs	3,900	2,275	2,275		3,900	0
Total	19,800	11,550	23,918		19,800	0
Surplus/-Deficit	-13,800	-8,050	-19,893		-13,800	0

Position to the end of October 2024:

This cost centre has been particularly badly hit by the impacts of the pandemic with the nature of courses changing. Income is better than profiled but this is due to courses for new Councillors.

Staffing costs are coded to cost centres on the basis of time spent by staff on specific pieces of work. Staffing allocations for this cost centre have been reduced and charged to Core work.

Consultancy	Approved Budget 2024/25	Profiled Budget 2024/25	Actual to October 2024		Forecast to March 2025	Variance
	£	£	£		£	£
Income						
Earned Income	123,700	61,850	31,372		123,700	0
Total	123,700	61,850	31,372		123,700	0
Expenditure						
Staffing	77,500	45,208	53,724		77,500	0
Direct costs	26,000	15,167	14,047		26,000	0
Overhead costs	6,200	3,617	3,617		6,200	0
Total	109,700	63,992	71,388		109,700	0
Surplus/- Deficit	14,000	-2,142	-40,016		14,000	0

Position to the end of October 2024:

Consultancy income is lower than budget profile at present but is expected to recover over the next few months.

Direct Expenses is just below profile and relates to charges made for outside consultants and these too will be recharged to customers shortly and the budget forecast has been amended accordingly.

Staffing costs are coded to cost centres on the basis of time spent by staff on specific pieces of work.

Fee Paying Events/Services	Approved Budget 2024/25	Forecast Profile 2024/245	Actual to October 2024		Forecast to March 2025	Variance
	£	£	£		£	£
Income						
Earned Income	158,100	92,225	98,803		158,100	0
Total	158,100	92,225	98,803		158,100	0
Expenditure						
Staffing	58,800	34,300	34,745		58,800	0
Direct costs	65,300	38,092	38,049		65,300	0
Overhead costs	7,500	4,375	4,375		7,500	0
Total	131,600	76,767	77,169		131,600	0
Surplus/-Deficit	26,500	15,458	21,634		26,500	0

Position to October 2024:

This cost centre is split into two parts: Events and Services. Services, which include ENGWARD, Planning and Health CPD's and the Coaching Network, is holding up under the present restrictions, it is the Events' budget which has struggled in recent years, for obvious reasons.

The income earned so far is slightly higher than the budget profile, which covers both services and events and are likely to be in line with the budget during the next few months of the financial year.

Staffing costs are coded to cost centres on the basis of time spent by staff on specific pieces of work.



**Management Group
22nd November 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 performance of EMC against its agreed Business Plan 2024/5.

Recommendations

Members of the Management Group are invited to consider progress made against the agreed 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 8(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 KPIs and supporting information is attached as Appendix 8(b).

2. Summary of Performance against Business Plan

- 2.1 Performance is measured against these KPIs over the period Q1-Q3 (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.

✓ **On Target**

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

✗ **Not 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].

✗ **Not 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; 2321 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 progress made against the agreed key performance indicators for 2024/5.

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.

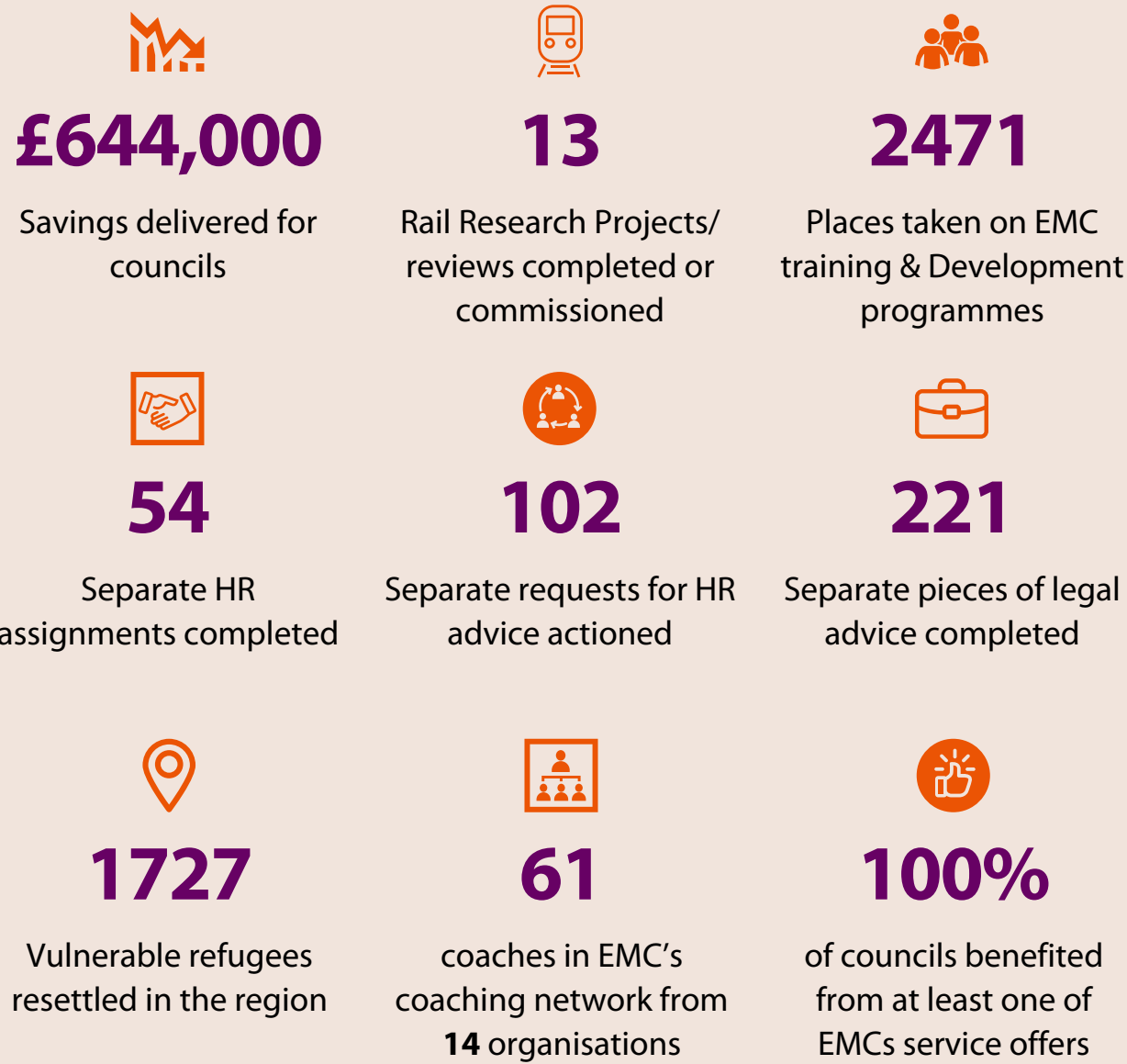
EMC with its range of roles, responsibilities, and support offer for its membership, will focus its resources where it can add value, delivering a greater impact through a regional partnership approach and securing funding to deliver against membership priorities.

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.



Our Funding

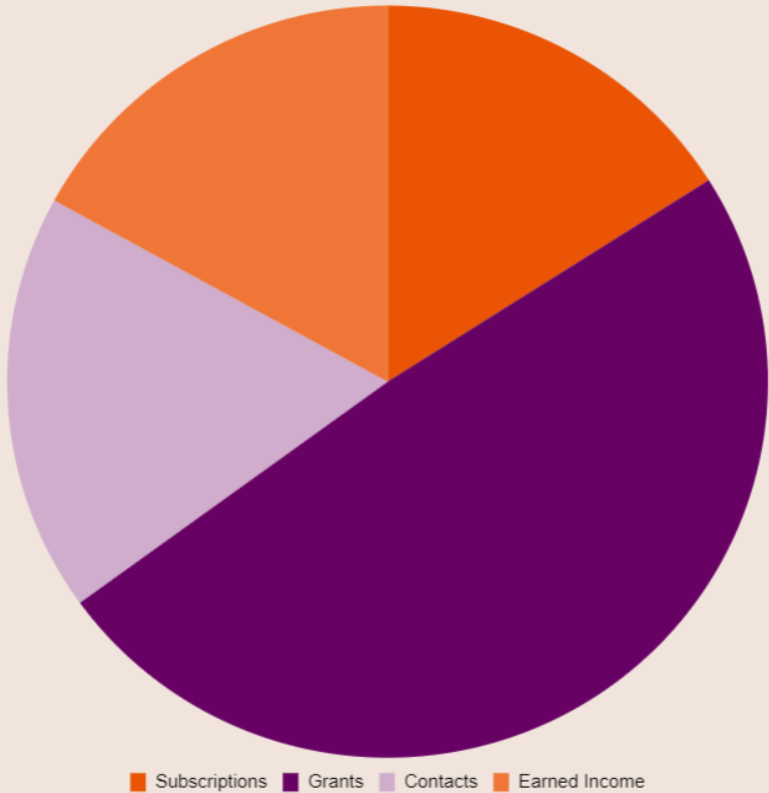
EMC continues to tightly manage its budget, ensuring a balance of income from a combination of annual membership subscriptions, grant funding in support of programme delivery and that from our traded services that are provided at a discounted rate to our membership. EMC’s total income for 2023/24 is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

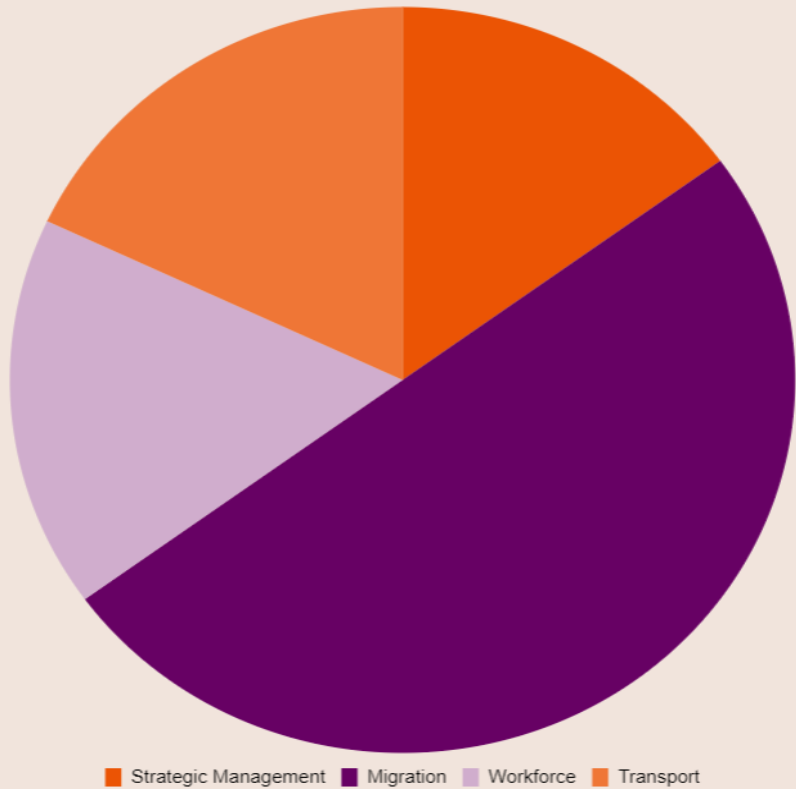
We will continue to maintain robust financial discipline ensuring EMC’s sustainability, corporate governance and risk management. In support of this, EMC will maintain a prudent level of reserves that provide for residual liabilities to be met.



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



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EMC Website







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Progress Against Key Organisational Performance Indicators (2024/25)





641. 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.	Ongoing.	
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 has met twice this year following a successful re-launch in February 2024. Engagement levels remain high, with 31 attendees from councils across the region participating in the meeting in May and 30 attending the meeting in September. Meetings took place in June and September for the Scrutiny network, the Learning & OD network and the Equality Diversity & Inclusion (EDI) network. There are 6 special interest groups that EMC also supports to help councils make progress together on EDI initiatives to enable sharing resources/making progress more efficiently. The Cyber Security (WARP) network met in July with 31 attendees and there was good engagement on the agenda topics, the next meeting is being arranged for January. EMC also supports county-based HR network meetings. 	

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>d) To provide benchmarking information and sharing of data and practice to inform decision-making and improvement</p>	<ul style="list-style-type: none"> EMC has responded to 30 requests for surveys to date on issues such as: HR/Payroll system functional specifications • holiday pay-related claims • Overseas criminal checks/good conduct certificates • English/maths training providers • Occupational health pre-employment checks • Pay benchmarking of senior roles in Planning and in Housing • Training/pay for training time for casual workers • Paid time for wellbeing support • Time to hire benchmarking • DBS/Umbrella service arrangements and costs • Pay supplements for deputy statutory officers • Diverse recruitment panels The annual sickness absence benchmarking survey has been conducted and a report on the results presented to the Regional Joint Council in September. 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. So far 6 councils are signing up to use the system. 	
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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)





2. KPI 2 – Influencing national decisions and decision makers

Key Performance Indicators 2024/25	Achievement - Financial Year 2024/25	Progress
<p>a) Establish an effective relationship and joint approach between councillors, combined authority mayor(s), MPs and other partners, through:</p> <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 was sent to all Council leaders, MPs and also relevant PPCs – plus the new EMCCA Mayor. TfEM has co-ordinated a joint letter to Ministers prior to the election in support of MMLe also been signed by the EMCCA Mayor, the SYMCA Mayor, Midlands Connect, TfN and both the East Midlands & Sheffield Chambers of Commerce. TfEM published the results of new research on the employment benefits of MMLe commissioned from the National Skills Academy for Rail: Powering up rail electrification could create 4,300 East Midlands jobs TfEM published ‘Platform for Growth’ making the case for investment in regional rail connectivity with Sir Peter Soulsby and the EMCCA Mayor: A Platform for Growth: Regional Rail in the East Midlands (emcouncils.gov.uk) Working in conjunction with MPs, the East Midlands APPG is scheduled to reconvene at its meeting on 27th November 2024. EMSMP has published a report regarding UASC Care Leaver Costs within the East Midlands making the case for an uplift in funding relating to former UASC still in the care of Local Authorities. 	



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>b) Develop a portfolio of agreed policy positions on issues as identified in the Business Plan including:</p> <ul style="list-style-type: none"> ▪ Review asylum contingency and dispersal arrangements. ▪ Progress workforce priorities identified by Regional Employers & Joint Council. ▪ Lead member networks for children's services to meet on a quarterly basis. 	<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 and EMC is now supporting the implementation of local delivery and oversight arrangements. ▪ Working with local authorities, statutory services, Home Office and accommodation providers relating to any potential larger asylum contingency sites. ▪ Working with Home Office Commercials to inform the development of post-2029 Asylum Accommodation contracts through engagement with local authorities. ▪ Addressing recruitment difficulties is a priority identified by the Regional Employers and Joint Council. EMC is supporting the roll-out a funded recruitment campaign within the East Midlands and has led on the collaboration across the region. EMC has also refreshed a regional jobs portal and is offering free use of this for the duration of the campaign. EMC has facilitated consultation with councils on national pay negotiations. The results of the regional sickness absence survey will inform further support to councils. ▪ Programme of meetings confirmed for Children's Lead Members' with number of policies and programmes agreed. 	
<p>c) Secure Parliamentary debate on securing additional investment into the East Midlands.</p>	<ul style="list-style-type: none"> ▪ The East Midlands APPG is scheduled to reconvene at its meeting on 27th November 2024. Potential chair agreed and forward programme to be developed. 	

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)

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 regional rail priorities and to confirm future management arrangements with GBR when established. TfEM has co-ordinated a joint letter to Ministers prior to the election in support of MMLe signed by the EMCCA Mayor, the SYMCA Mayor, Midlands Connect, TfN and both the East Midlands & Sheffield Chambers of Commerce. TfEM published the results of new research on the employment benefits of MMLe commissioned from the National Skills Academy for Rail: Powering up rail electrification could create 4,300 East Midlands jobs TfEM published 'Platform for Growth' making the case for investment in regional rail connectivity with Sir Peter Soulsby and the EMCCA Mayor: A Platform for Growth: Regional Rail in the East Midlands (emcouncils.gov.uk) EMCCA People Lead has been invited to attend 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. EMC is also supporting EMCCA with the selection of a Director of People & Corporate Services. 	
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. EMC has updated councils on progress with national negotiations and the Director of HR & Cllr Development attends the national pay committee meetings. Pay awards have now been agreed for all groups. A raft of employment law changes was proposed in the Employment Rights Bill. EMC provided an event for officers in November attended by over 70 	

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)

	delegates. The provisions will be discussed at the Employers Board and Joint Council meetings and as appropriate a regional response to consultations will be put forward.	
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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%	47%	
	EMC Boards	69%	74%	74%	70%	75%	72%	





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%	89%
	Management Group	76%	89%	88%	71%	82%	78%
	Regional Employers' Board	67%	66%	78%	60%	83%	80%
	Regional Migration Board	71%	62%	71%	77%	80%	47%
	HS2 Executive Board/East Midlands Stations Growth Board	61%	71%	63%	73%	74%	64%

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%	76%
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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 confirmed its intention to leave EMC membership at the end of its notice period (wef 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 prior to the election in support of MMLe also signed by the EMCCA Mayor, the SYMCA Mayor, Midlands Connect, TfN and both the East Midlands & Sheffield Chambers of Commerce. TfEM published 'Platform for Growth' making the case for investment in regional rail connectivity with Sir Peter Soulsby and the EMCCA Mayor: A Platform for Growth: Regional Rail in the East Midlands (emcouncils.gov.uk) EMC continues to support the work of Midlands Connect through seconding Director of Policy & Infrastructure to MC two days a week. EMC will respond to the Government consultation on the proposed cessation of funding to pan-regional partnerships, that include the Midlands Engine. 	

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>d) Provide strategic political leadership for the implementation of the 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 EM Stations Growth Board to oversee the delivery of the DfT funded growth strategy by the end of 2024. ▪ 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 officer 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	
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)





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 development, skills and briefing programmes against the 4 year average 2020-24.	Baseline 2023/24	Quarter 1	Quarter 2	Quarter 3 (up until 31.10.24)	Quarter 4	
	168	25	76	86		
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%	100%	100%	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)

	Baseline 2023/24	Quarter 1	Quarter 2	Quarter 3 (up until 31.10.24)	Quarter 4	
c) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development.	2321	564	1063	1110		
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. EMC continues 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 local decision making and other fast-tracked processes. Progress joint delivery arrangements amongst East Midlands Children’s Services including 12-month Regional UASC Carer Recruitment campaign due to launch early 2025, developing Regional Age Assessment Training Programme due to launch April 2025 and the completion of Regional Strategic Needs Analysis Research to be completed by December 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>Workforce</p> <ul style="list-style-type: none"> Continuing to support councils on workforce-related issues, particularly relating to recruitment/retention, absence management and wellbeing, organisational development. Offering access to improved benchmarking information on pay and workforce issue to support evidence-based decision-making through an online system – Infinistats. To date 5 councils are signing up. Ongoing provision of management and leadership training at range of qualification levels through a partnership arrangement with a quality provider. Rolling out a national recruitment campaign within the region to promote local government as an employer. EMC hosted an event in July with 60+ delegates from councils across the region to help tailor the resources to meet their needs. Continued delivery of CPD programmes and a regional coaching pool to provide cost-effective development opportunities for the workforce within the region. To date, 32 separate assignments have been completed to provide direct support on workforce related issues to local authorities. 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. 	
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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)

	Housing and Planning <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. Chief Executive seminar with MHCLG Chief Planner held August 2024. Response on NPPF consultation submitted to MHCLG. 	
e) Facilitating networking and joint working on workforce priorities.	<ul style="list-style-type: none"> The Learning & Development/OD Network continues to be a source of information sharing and signposting. The most recent meeting in June received a presentation from North East Derbyshire on their approach to improving a pipeline of talent to address recruitment/retention issues. EMC has worked jointly with other regional employers and the LGA to deliver the local government apprentice of the year event in May. EMC is supporting 6 work groups to help officers from different councils 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. The network met in June and September. The Scrutiny Network met in June as an in-person meeting in Nottinghamshire County Council and in September hosted by Oadby & Wigston. The network has enabled sharing on issues such as effective budget scrutiny and scrutiny training and development needs. The Cyber Security (EMGWARP) network met in July to share information and experience. County-based HR networks are supported by EMC to provide input, advice and co-ordination. These help to inform EMC's activity and work programme. This includes support for a new network within Derbyshire focused on recruitment and retention. 	

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)





f) To respond and fully answer 95% of advice requests from member councils within 2 working days.	27 requests received all answered within 2 days – 100%	
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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)

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 [2023/24]; 3.62 days with L/T sick, 1.40 days without LT sick).	<table><thead><tr><th></th><th>Q1</th><th>Q2</th><th>Q3 (up until 31.10.24)</th><th>Q4</th></tr></thead><tbody><tr><td>With L/T* Sick</td><td>4.12</td><td>7.03</td><td>7.20</td><td></td></tr><tr><td>Without L/T* Sick</td><td>1.00</td><td>1.53</td><td>1.70</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	Q2	Q3 (up until 31.10.24)	Q4	With L/T* Sick	4.12	7.03	7.20		Without L/T* Sick	1.00	1.53	1.70		
	Q1	Q2	Q3 (up until 31.10.24)	Q4																	
With L/T* Sick	4.12	7.03	7.20																		
Without L/T* Sick	1.00	1.53	1.70																		
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
22nd November 2024**

Lead Member Report

Cllr Jewel Miah

Conduct and Standards

Summary

The following report provides an update on the oversight and operation of the Members' and Officers' Codes of Conduct.

Recommendation

Members of the Management Group are invited to note this report.

1. Declarations of Interest

- 1.1 All EMC Members are required to complete and submit an annual declaration of interest. Following on from the EMC AGM in July 2024, 2 declarations of interest remain outstanding.
- 1.2 All EMC staff members are required to complete and submit an annual declaration of interest. These have all been returned and signed-off by the Executive Director – and whose own return is shared with EMC Chair and EMC management team colleagues.

2. Other Matters

- 2.1 No standards complaints have been submitted to the Executive Director, or any other staff member.
- 2.2 No corporate governance issues that relate to whistle blowing and complaints handling have been highlighted.

3. Recommendations

- 3.1 Members of the Management Group are invited to note the contents of this report.

Cllr Jewel Miah
Labour Group Leader
Lead Member, Conduct and Standards