



Executive Board Meeting

10.00am, Friday 27th June 2025

AGENDA

1. Welcome and Introductions
2. Apologies
3. Declarations of Interest
4. Minutes of the Executive Board Meeting 28th March 2025 *
5. Election Results and EMC Governance *
6. Spending Review 2025 *
7. Infrastructure and Growth *
8. Local Authority Workforce and Pay – Regional Employers’ Board *
9. Asylum and Refugee Resettlement in the East Midlands *
10. Report of Management Group *
11. Any Other Business

*Papers attached



**EAST MIDLANDS COUNCILS EXECUTIVE BOARD
MINUTES OF THE MEETING HELD ON 28TH MARCH 2025**

Present: Cllr Martin Hill OBE (Chair) – Lincolnshire County Council
Cllr Sarah Russell (Vice-Chair) – Leicester City Council
Cllr Tricia Gilby (Vice Chair) – Chesterfield Borough Council
Cllr Jewel Miah – Charnwood Borough Council
Cllr Phil King – Harborough District Council
Cllr David Bill MBE – Leicestershire County Council
Cllr Robert Ashman – Leicestershire County Council
Cllr Paul Peacock – Newark & Sherwood District Council
Cllr Jay Hayes – Nottingham City Council
Cllr Kate Foale – Nottinghamshire County Council
Cllr Gale Waller – Rutland County Council
Cllr Ashley Baxter – South Kesteven District Council

Norman Robinson (for Item 5) – Environment Agency
Martin Pope (for Item 5) – Environment Agency
Leigh Edlin (for Item 5) - Environment Agency

Stuart Young – East Midlands Councils
Brein Fisher – East Midlands Councils
Sam Maher – East Midlands Councils
Andrew Pritchard – East Midlands Councils
Lisa Hopkins – East Midlands Councils (Minutes)

Apologies: Cllr Nadine Peatfield – Derby City Council
Cllr Alex Dale – Derbyshire County Council
Cllr Barry Lewis – Derbyshire County Council
Cllr Deborah Taylor – Leicestershire County Council
Cllr Richard Wright – North Kesteven District Council
Cllr Jason Smithers – North Northants Council
Cllr Neghat Khan – Nottingham City Council
Cllr Sam Smith – Nottinghamshire County Council
Cllr Adam Brown – West Northants Council

		ACTION
1.	Welcome and Introductions	
1.1	Cllr Martin Hill welcomed members to the meeting.	
2.	Apologies	
2.1	Apologies were received as noted above.	
3.	Declarations of Interest	
3.1	Cllr Martin Hill declared an interest in land on the edge of Melton Mowbray.	
4.	Minutes of Executive Board Meeting held on 10th December 2024	
4.1	The minutes were agreed as a true and accurate record.	
5.	Flood Risk in the East Midlands	
5.1	Members received a presentation from Norman Robinson, Regional Director at the Environment Agency on flood risks to the region, and mitigation and adaptation in response. Members agreed that flooding is a key regional risk and emphasised the need for effective mitigation.	AP/SY
5.2	Norman emphasised the risks that flooding continues to pose to the region and reminded Members of the impact of the recent storm season; with around 2,500 properties flooded this year and major issues have been seen in Leicestershire and Lincolnshire.	
5.3	Members were reminded that the asset base is coming under significant and increasing pressure.	
5.4	Members were informed that the Government will likely implement a change in the approach to funding flood infrastructure and emphasised to Members the importance of the region's response to the forthcoming consultation.	
5.5	Members emphasised the need for earlier strategic engagement between the Environment Agency and Local Authorities as part of the approach for managing flood risk in the future.	

		ACTION
5.6	Cllr Martin Hill asked how the region could increase its share of funding to meet the flood risk priorities.	
5.7	Norman highlighted the potential to secure greater flexibility around how to allocate money between new or existing schemes, and to decouple investment from land value determinants.	
5.8	Cllr David Bill highlighted that food risk is a significant barrier to meeting the Government's house building targets.	
5.9	Members highlighted that a number of communities had experienced repeated instances of flooding – and the need to address this. Norman Robinson stated weather patterns are changing and there is a likelihood that a number of rural communities remain at risk from further flooding.	
5.10	Cllr Gale Waller asked officers engage with MPs on these issues.	SY
5.11	Norman Robinson updated Members on the need for more 'nature-based' solutions including slowing down the rate of water flow upstream and the need for a balanced approach of maintaining assets at current standards and building some new ones.	SY
5.12	Cllr Tricia Gilby highlighted the need for communities to keep employers in the area. There have been significant problems for industries along the rivers and companies need support from Environment Agency as they provide good quality jobs.	
5.13	Stuart Young stated flood risk is a significant element of the current APPG review which is underway.	
5.14	<u>Resolution</u> Members of the Executive Board: <ul style="list-style-type: none"> ▪ Considered this report and received an update presentation from Norman Robinson. ▪ Agreed to respond to the consultation once published. 	

		ACTION
6.	Strategic Regional Energy Planning	
6.1	This item was deferred until the next meeting.	
7.	Chair's Report	
7.1	Cllr Martin Hill updated Members on some of the key developments.	
7.2	In terms of devolution, Government has indicated there will be initial feedback in April. Devolution and LGR proposals will be implemented by the end of this parliament. Members noted that the criteria originally set by Government may be becoming more flexible.	
7.3	Stuart Young reported on the APPG meeting to be held on 25 th March which was to go through the evidence and submissions to inform the final report. Over 40 submissions have been received.	
7.4	Stuart Young confirmed there has been good engagement to date from MPs.	
7.5	Stuart Young highlighted that the Government has confirmed they will no longer be funding any pan-regional partnership. Midlands Engine is now in the process of winding down its arrangements.	
7.6	<u>Resolution</u> Members of the Executive Board: <ul style="list-style-type: none"> ▪ Considered and advise on the impact of proposals included in the Devolution White Paper and for local government reorganisation. ▪ Considered and advised upon the implications of other matters raised within this report. 	
8.	Local Authority Workforce and Pay – Regional Employers' Board	
8.1	Cllr Kate Foale updated Members on the report and highlighted the key issues currently being considered by the Board.	
8.2	The Regional Pay briefing has been held recently which was well attended.	

		ACTION
8.3	Recruitment and retention, LGR and staff absence were all discussed at the latest Board meeting.	SM
8.4	Sam Maher confirmed that councils in the East Midlands had budgeted approx. 3% for the pay award, which is broadly consistent with that of other regions.	
8.5	It is hoped more information will be available after 22 nd April when there is a further national meeting, and Sam will update accordingly.	
8.6	<u>Resolution</u> Members of the Executive Board: <ul style="list-style-type: none"> ▪ Considered the issues highlighted in the report. 	
9.	Asylum and Refugee Resettlement in the East Midlands	
9.1	Brein Fisher introduced this report and highlighted the Afghan resettlement programme. From 1 st March all Afghans will arrive through this scheme, mainly from third countries.	
9.2	The MoD have stated around 6,000 per year that will be resettled have all worked with, or alongside UK forces. The current focus is on transitional accommodation and EMC is working with local authorities to increase local capacity.	
9.3	Difficulties continue to be encountered in getting families into settled accommodation from bridging hotels with the often large size of families are complicating factor.	
9.4	In relation to asylum, steady progress has been made against full dispersal plans and there are 28 local authority areas with dispersed accommodation. Numbers via small boats are gradually picking up. No new hotels have been stood up recently, although new dispersal areas are now reaching their target capacity.	
9.5	UASC numbers through national transfer scheme have slowed down. Local Authorities have been offering advanced referrals.	
9.6	Cllr Jewel Miah asked what will happen to the people already in the MoD centres when these are taken back by the MoD in October.	

		ACTION
9.7	Cllr Gale Waller highlighted finding accommodation when UASC leave care which has proved problematic. She is aware the law is changing and asked whether this will cause more problems for the community people are living in.	BF
9.8	Brein Fisher confirmed currently looking at this and will respond back directly to Cllr Waller.	
9.9	Cllr Robert Ashman asked how many Councils have come forward to take more people on the resettlement scheme.	
9.10	Brein confirmed that work is continuing to confirm commitments, and this work had only recently commenced.	
9.11	Brein highlighted the wider impacts of migration and impact on Local Authorities is something which is being pushed back on. Key point is around the community cohesion aspect to this and are feeding back to MoD on this.	
9.12	Cllr Phil King emphasised the limited capacity of local authorities to deliver these programmes.	
9.13	<u>Resolution</u> Members of the Executive Board: <ul style="list-style-type: none"> ▪ Considered the impact of asylum and refugee resettlement programmes and provided advice in relation to the on-going work of EMC in addressing the concerns of local authorities. ▪ Advised on the impact of the Full Dispersal plan in Local Authority areas. ▪ Advised on impact of the proposed Afghan Resettlement Programme (ARP). 	
10.	Infrastructure & Growth	
10.1	Andrew Pritchard introduced this report and updated Members on latest developments.	
10.2	Current collaboration agreement with DfT is likely to come to an end in the next 18 months.	

		ACTION
10.3	He highlighted the Planning and Infrastructure bill which makes a number of changes. The most significant change is around the re-introduction of strategic planning through mayoral combined authorities.	
10.4	<u>Resolution</u> Members of the Executive Board: <ul style="list-style-type: none"> ▪ Endorsed the work of the TfEM Board and the Stations Growth Board. ▪ Noted the rest of this report. 	
11.	Report of Management Group	
11.1	Cllr Sarah Russell introduced this report. She drew members attention to the Business Plan for 2025-26 and EMC's budget and financial position.	
11.2	A balanced budget has been presented for this year.	
11.3	<u>Resolution</u> Members of the Executive Board: <ul style="list-style-type: none"> ▪ Considered and endorsed the proposed Business Plan for 2025-26. ▪ Noted the actual financial position for the period to February 2025 and the associated forecast outturn to 31st March 2025. ▪ Considered and endorsed EMC's budget for 2025/26. 	
12.	Any Other Business	
12.1	None.	
13.	Date of Next Meeting	
13.1	Friday 27 th June 2025, 10.00am.	



Executive Board

27th June 2025

Local Election Results and EMC Governance

Summary

The following report provides an update on the Local Election results and implications for EMC Governance.

Recommendation

Members of the Executive Board are invited to:

- Note the changes of leadership and political control in the region.
- Recommend to EMC AGM at its meeting on 11th July 2025 that it endorses the proposed introduction of a 5% threshold rule for the recognition of political groups that once met, the political party should be offered status as a separate political group within EMC's governance. In this instance, the Reform Party would therefore be offered status as a separate political group.
- Consider any wider outcomes and implications of the local government elections.

1. Summary of Election Results

- 1.1 On 1st May 2025, local elections were held for Derbyshire, Leicestershire, Lincolnshire and Nottinghamshire County Councils, North Northants and West Northants (unitary) Councils, and the mayoral election for the Greater Lincolnshire County Combined Authority.
- 1.2 The Reform UK Party has majority control at Derbyshire, Lincolnshire and Nottinghamshire County Councils, and North and West Northants unitary councils, and is the largest group at Leicestershire County Council. Therefore, 6 out of 10 upper-tier councils in the East Midlands will be Reform-led. All councils up for election were previously Conservative majority-led.
- 1.3 Dame Andrea Jenkins, the Reform candidate, won the mayoral election for the Greater Lincolnshire Combined County Authority.

2. New Leaders

- 2.1 The new leaders of each council are confirmed as:
- | | |
|--------------------------------|-----------------------|
| Derbyshire County Council | Cllr Alan Graves |
| Leicestershire County Council | Cllr Dan Harrison |
| Lincolnshire County Council | Cllr Sean Matthews |
| North Northamptonshire Council | Cllr Martin Griffiths |
| Nottinghamshire County Council | Cllr Mick Barton |
| West Northamptonshire Council | Cllr Mark Arnull |
- 2.2 As county and unitary councils have automatic membership of EMC's Executive Board, all new leaders were invited to accept a place on the Board.

3. Political Balance

- 3.1 It is confirmed that Reform are the largest political group.

Political Balance	All Authorities	
	2024/25	2025/26
Conservative	46.9%	24.9%
Labour	31.6%	25.3%
Liberal Democrats	8.2%	8.3%
Independent/Others	13.3%	41.4%
- Others	N/A	9.3%
- Reform	N/A	29.5%
- Green	N/A	2.6%

- 3.2 At the national level, the Reform Party has exceeded the 5% political balance threshold needed to request designation as a separate LGA political group. There are no similar constitutional provisions at EMC. However, Management Group propose that the constitution is amended in order to introduce a 5% threshold rule that once met, the political party should be recognised as a separate political group. On this basis, therefore, the Reform Party will be recognised as a separate political group within EMC governance, as it meets this threshold.
- 3.3 This will require a change to the constitution, to be endorsed at EMC's AGM on 11th July 2025. For reference, the current Constitution is attached as Appendix 5(a), with the following amendment to be included, and used as the basis for any related change (e.g., an increase in Executive Board membership to include an additional group leader):

Political Groups

“For purposes that relate to the management of EMC and its governance, a political party is recognised as a separate political group if it meets or exceeds a 5% share of political balance of the East Midlands. If its share of political balance is less than the 5%, then for the purposes of EMC governance, its members shall be included within the Independent Group of EMC.

Political balance of the East Midlands and of EMC is determined on the basis of the overall electorate represented by the councillors of each political party within membership of EMC, as calculated and provided by the LGA. EMC Political Group Leaders will use the political balance figures as the basis for negotiating and agreeing the allocation of chairs and vice-chairs and populating board membership.”

4. EMC Leadership Roles

- 4.1 Cllr Martin Hill has stood down as Chair of EMC by reason of no longer being the Leader of Lincolnshire County Council and Executive Board Chair. Cllr Sarah Russell, as Principal Vice-Chair, will lead the organisation until the AGM on 11th July 2025.
- 4.2 In terms of political balance, the Reform Party is now the largest political group in the East Midlands. The Constitution states that the Chair of EMC shall be nominated by the largest political group of local authorities in membership and

from within members of the Executive Board. The Chair of EMC shall also be the Chair of the Executive Board (EMC Constitution, Section 7.2).

- 4.3 Members are reminded that the position of the Principal Vice Chair shall be nominated by the second largest political group of local authorities in membership, and from within the members of the Executive Board (Section 7.3).
- 4.4 The constitution further states that if neither the Chair nor the Principal Vice Chair are district representatives then an additional Vice-Chair shall be appointed from within the 4 district representatives of the Executive Board (Section 7.4). The appointment of a District Vice-Chair is not on the basis of political balance, but from within the 4 district council representatives on the Executive Board.

5. Annual General Meeting

- 5.1 EMC's AGM is scheduled for 9.30am, Friday 11th July 2025. This is an in-person meeting, scheduled to be held at the offices of Newark and Sherwood District Council.

6. Recommendation

Members of the Executive Board are invited to:

- 6.1 Note the changes of leadership and political control in the region.
- 6.2 Recommend to EMC AGM at its meeting on 11th July 2025 that it endorses the proposed introduction of a 5% threshold rule for the recognition of political groups that once met, the political party should be offered status as a separate political group within EMC's governance. In this instance, the Reform Party would therefore be offered status as a separate political group.
- 6.3 Consider any wider outcomes and implications of the local government elections.

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.



Executive Board

27th June 2025

Spending Review 2025

Summary

The following report provides a summary of the recently announced Spending Review (SR 2025) that sets departmental budgets for day-to-day spending until 2028-29, and the implications for Local Government and wider growth and investment funding.

Recommendation

Members of the Executive Board are invited to note this report and the implications of the Spending Review on Local Government.

1. Introduction

- 1.1 The Government published its Spending Review (SR 2025) that sets departmental budgets for day-to-day spending until 2028-29, and until 2029-30 for capital investment. The full publication is available [here](#).
- 1.2 Total departmental spending is set to grow at 2.3% a year above inflation across the Spending Review (SR) period, with funding prioritised for health, defence, and schools; Government will provide a £29bn increase in annual NHS spending, defence spending will rise to 2.6% of GDP from 2027, the core school budget is set to grow by £2bn and £2.4bn per year will be invested in the School Rebuilding Programme.

2. Local Government Funding

- 2.1 Grant funding will increase by £3.4bn by 2028-2029, equating to an average annual increase in overall local government core spending power of 2.6% per year from next year across the Spending Review period.
- 2.2 Some areas will get an increase substantially more than this 2.6%, other areas could be seeing substantially smaller increases, perhaps even cash flat for those at the lower end of the spectrum.
- 2.3 However, the assumption in the Treasury's Spending Review Document is that council tax will be increased by 5%, being a 3% core council tax uplift and a 2% adult social care precept.
- 2.4 Concern remains that the Government remains reliant upon council tax and the social care precept, alongside grant, in order to fund adult social care. The new funding is best seen as the potential maximum amount, as it assumes councils will increase council tax to the maximum allowed rate and allocate all additional income against adult social care.
- 2.5 Over 80% of the projected increase in local government spending power is going to come from the projected increase in council tax rates.
- 2.6 It is estimated that even if local authorities levied a maximum of 5% council tax rises each year, the sums would fall short of the projected £2.2bn funding gap faced by councils next year.

3. Housing

- 3.1 The Chancellor announced £39bn for a 10-year social and affordable housing programme. It is understood that the money will be provided through Homes England to housing associations, councils and developers, though details are still to be confirmed. The Government has also announced the creation of a National Housing Bank, a publicly owned subsidiary of Homes England which is intended to support the delivery of over 500,000 new homes across the UK.
- 3.2 £100m was announced to fund early interventions to prevent homelessness, in addition to providing £950m of capital investment for a 4th round of the Local Authority Housing Fund starting next April. Ministers have also pledged to end the use of asylum hotels by the end of this parliament. While certainly a positive, EMC Members have been clear that this needs to be alongside the introduction of a more equitable distribution of asylum seekers to reduce the impact on areas that experience disproportionate pressures from both hotels and dispersal accommodation.

4. Devolution and local government reorganisation

- 4.1 Five further Mayoral Strategic Authorities are set to receive integrated settlements as Government recommit to the Devolution Priority Programme. Mayors will be provided with a 'single flexible pot' for growing and investing in public services so the benefits of this funding can be felt across all nations and regions of the UK.
- 4.2 Mayoral Combined Authorities are set to receive funding for major infrastructure projects in their areas over the next five years, including EMCCA that will receive £2bn between 2027/8 and 2031/2 on local transport including proposals for a new mass transit system connecting Derby and Nottingham.

5. Transport and Infrastructure

- 5.1 Capital investment is set to increase to £113bn, with £15.6bn being allocated to Transport for City Regions settlements to give metro mayors in some of the largest city regions in England long-term transport settlements. Smaller allocations have been made to other Local Transport Authorities for the period 2026/7-2029/30, including: Greater Lincolnshire £155m; Leicester £59m; Leicestershire £74m; North Northamptonshire £47m; Rutland £11m; and West Northamptonshire £48m.

- 5.2 However, while the transport package includes significant capital investment, most new funding is focused on the West Midlands, North of England and London, and overall, the transport budget is one of the comparative losers from the SR, despite the slew of announcements, when considering investment spending in other areas.

6. Other Announcements

- 6.1 The Shared Prosperity Fund will conclude at the end of 2026, to be replaced by a Local Growth Fund. A new initiative will build on the Government's view that a hyper-local approach is necessary to address locations where deprivation is most entrenched. A programme aimed at 350 small neighbourhoods will be launched.
- 6.2 The government is also establishing a Growth Mission Fund to support local economic growth directly. This fund will invest £240 million of capital from 2026-27 to 2029-30 in projects that enable local job creation and the economic regeneration of local communities. There is an expectation that this will at least partly link into the Industrial Strategy, which will also be published this month.
- 6.3 The eight sectors in the Modern Industrial Strategy Green Paper were referenced in the Spending Review (advanced manufacturing, clean energy industries, creative industries, defence, digital and technologies, financial services, life sciences, and professional and business services). It is now clear that these sectors will be the focus of activity.

7. Recommendations

- 7.1 Members of the Executive Board are invited to note this report and the implications of the Spending Review on Local Government.



Executive Board

27th June 2025

Infrastructure, Housing & Growth

Summary

This report:

- Provides and update on relevant economic data and national policy.
- Proposes that EMC makes a regional response to the DEFRA/Environment Agency consultation on the funding of flood defences, to be resolved at the EMC AGM.
- Seeks endorsement for the work of the TfEM Board.

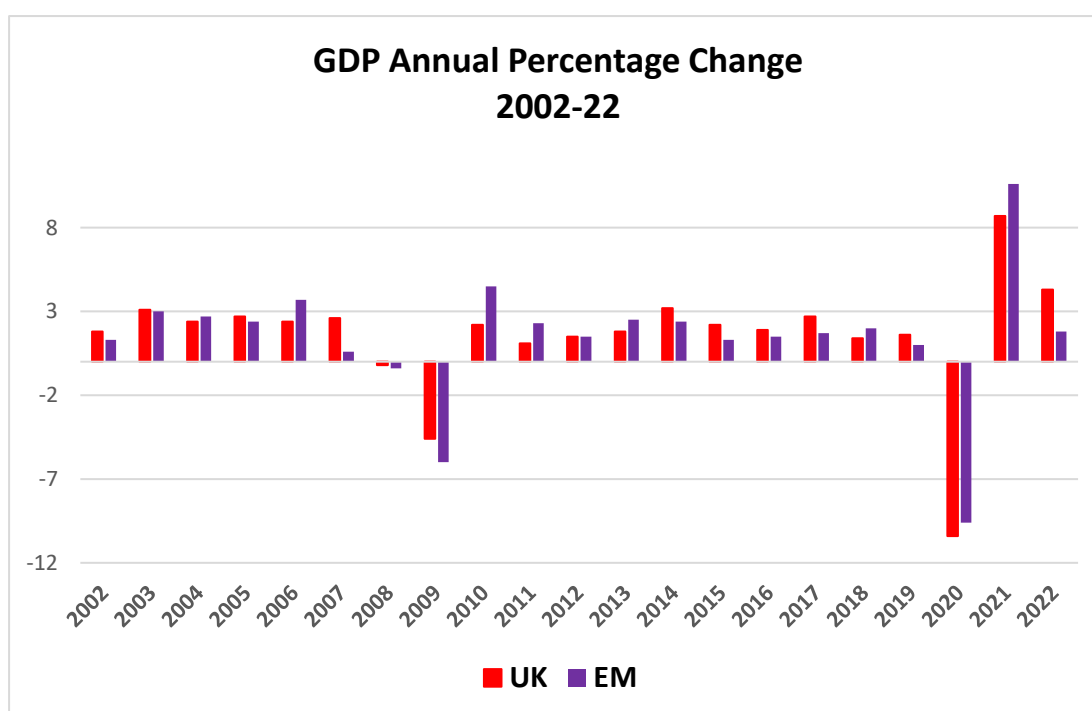
Recommendations

Members of the Executive Board are invited to:

- Endorse proposals for an EMC consultation response on flood defence funding.
- Endorse the work of the TfEM Board.
- Note the rest of this report.

1. Growth, Productivity & Investment in the East Midlands

- 1.1 The East Midlands is now a region of 5.0 million people and 368,000 businesses¹. Total regional output in 2022 (as measured by GDP) was £146.4bn, equivalent to 5.8% of the UK economy. The East Midlands employment rate is just above the UK average at 75.8% (UK=75.0%). Median weekly earnings are below the UK average: £640 pw compared to £682pw. 10.6% of the workforce work in manufacturing, compared with 7.0% for the UK – although this percentage has declined significantly in recent years. The region's unemployment rate has increased recently but is now just below the UK average: currently at 4.2% compared to 4.5%.
- 1.2 GDP growth in the East Midlands over the last 20 years has been better than most other regions/nations and generally close to the UK average². Productivity has remained below the UK average over the last 20 years and has been declining relative to the UK to 84.4% in 2022³.

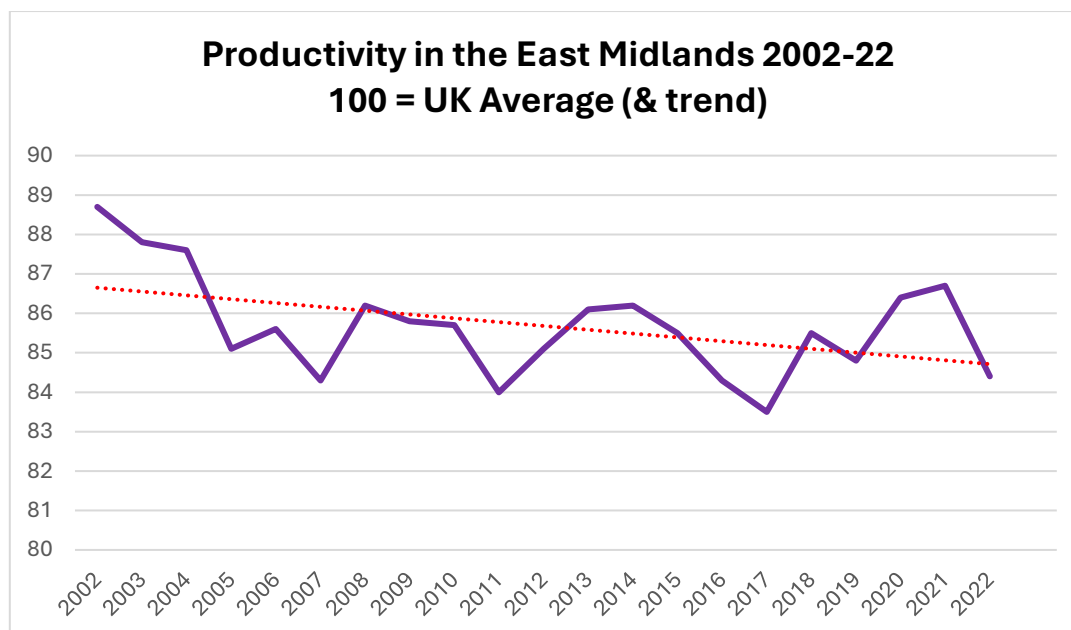


Source: [Regional gross domestic product: all ITL regions - Office for National Statistics](#)

¹ [Regional and National Economic Indicators - House of Commons Library \(parliament.uk\)](#)

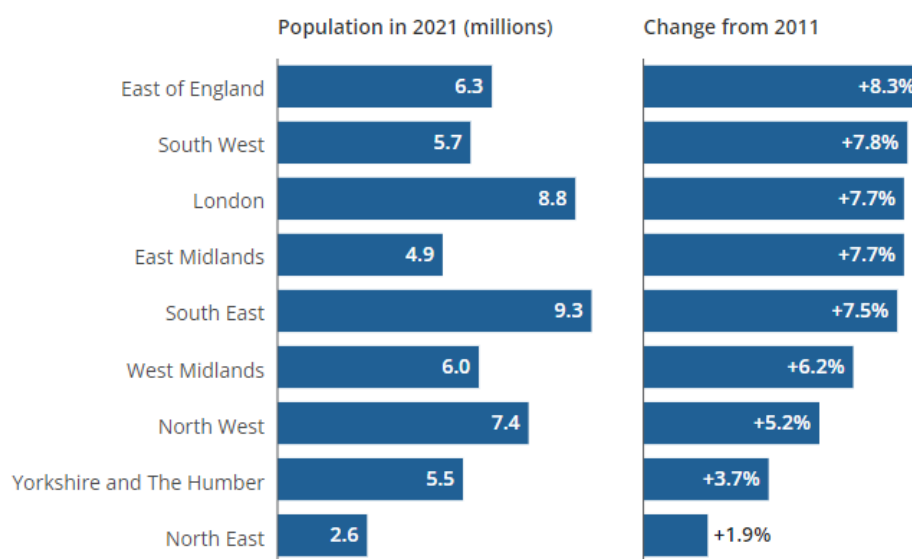
² <https://www.ons.gov.uk/economy/grossdomesticproductgdp/bulletins/regionaleconomicactivitybygrossdomesticproductuk/1998to2022#gross-domestic-product-by-uk-country-and-region>

³ [Annual regional labour productivity - Office for National Statistics \(ons.gov.uk\)](#)



Source: [Annual regional labour productivity - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/economy/productivity/annual-regional-labour-productivity)

- 1.3 The population of the East Midlands has grown by 7.7% in the period 2011-21: at the same rate as London and faster than the South East and the West Midlands.

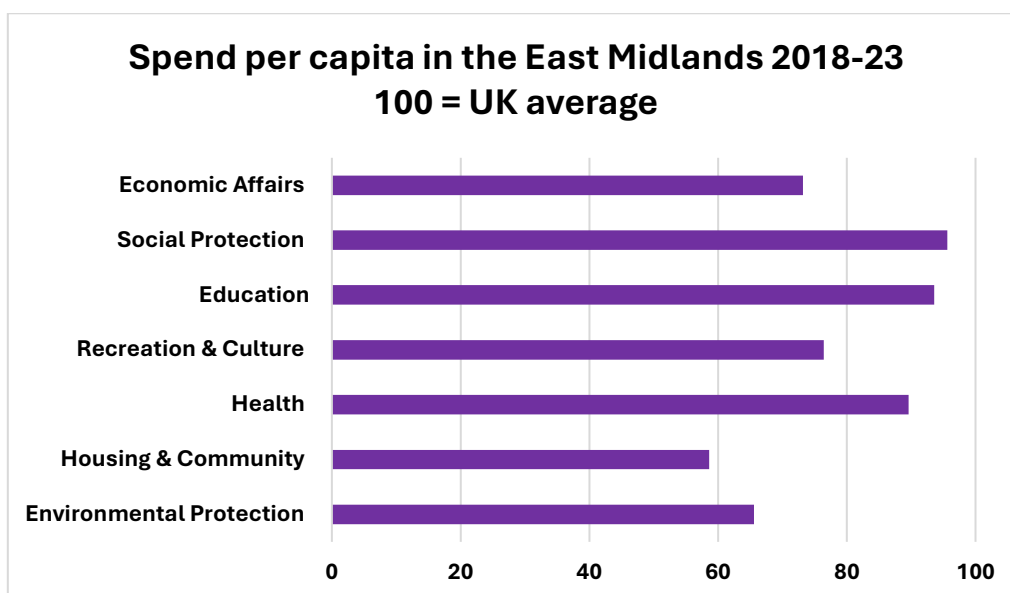


Source: [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/population)

- 1.4 The region has therefore been growing its economy by growing its population - not by becoming more productive.
- 1.5 The East Midlands is not a heavily urbanised region - most people live outside the region's cities. Nottinghamshire and Derbyshire remain the most populous counties, but they are also the slowest growing. Since 2011, population growth has been strongest in Northamptonshire, Leicester City and Leicestershire. The

region's elderly population is increasingly concentrated in more rural areas, where typically 20-25% of people are over 65 years old. In contrast, the median age of Nottingham's population is just over 30 years old. These population trends will have long-term implications for the provision of public services and economic infrastructure in the East Midlands.

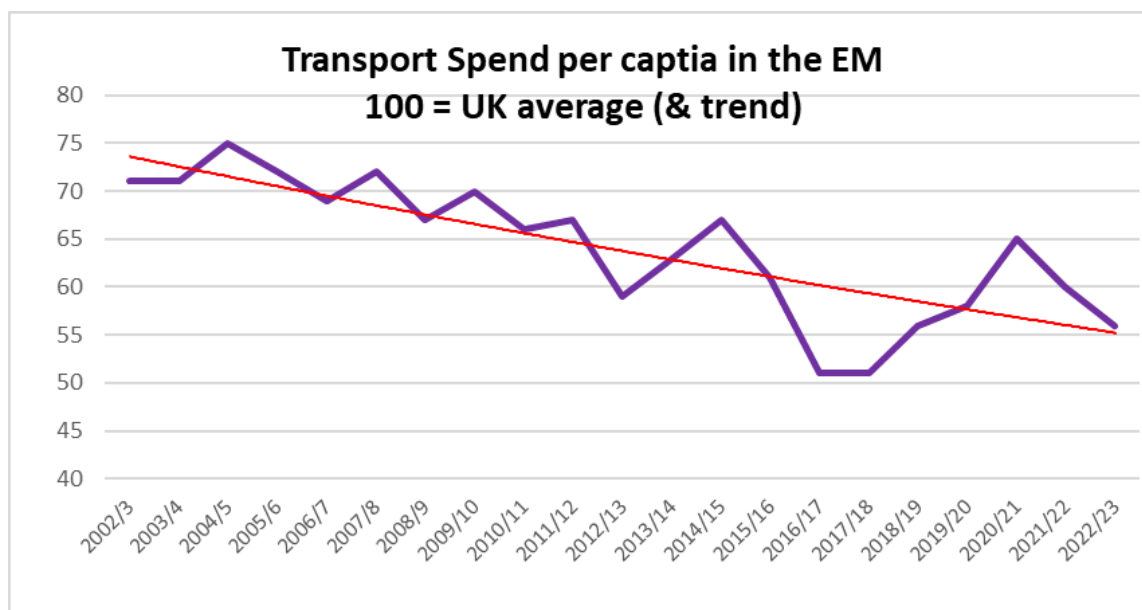
- 1.6 The Treasury publishes an annual Public Expenditure Statistical Analysis (PESA) every July on where public money (capital and revenue) is spent and on what, in the previous financial year.⁴ The data has the status of 'National Statistics' as defined by ONS and has been published on a broadly consistent basis over several decades. Over period 2018-23 total spend per head in the East Midlands on the functions listed below were all below the UK average.



Source: [Public Expenditure Statistical Analyses 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/publications/public-expenditure-statistical-analyses-2024)

- 1.7 Transport spend per head has been very significantly below the UK average level for all of the last 5 years and now declined to just 56% of the UK average for 2022/23, the lowest level of any UK region or nation. If the region was funded at a level equivalent to the England average over the 5 years (2018-19/2022-23), a not unrealistic target, the East Midlands would have received an extra £6bn to spend on transport investment and services.

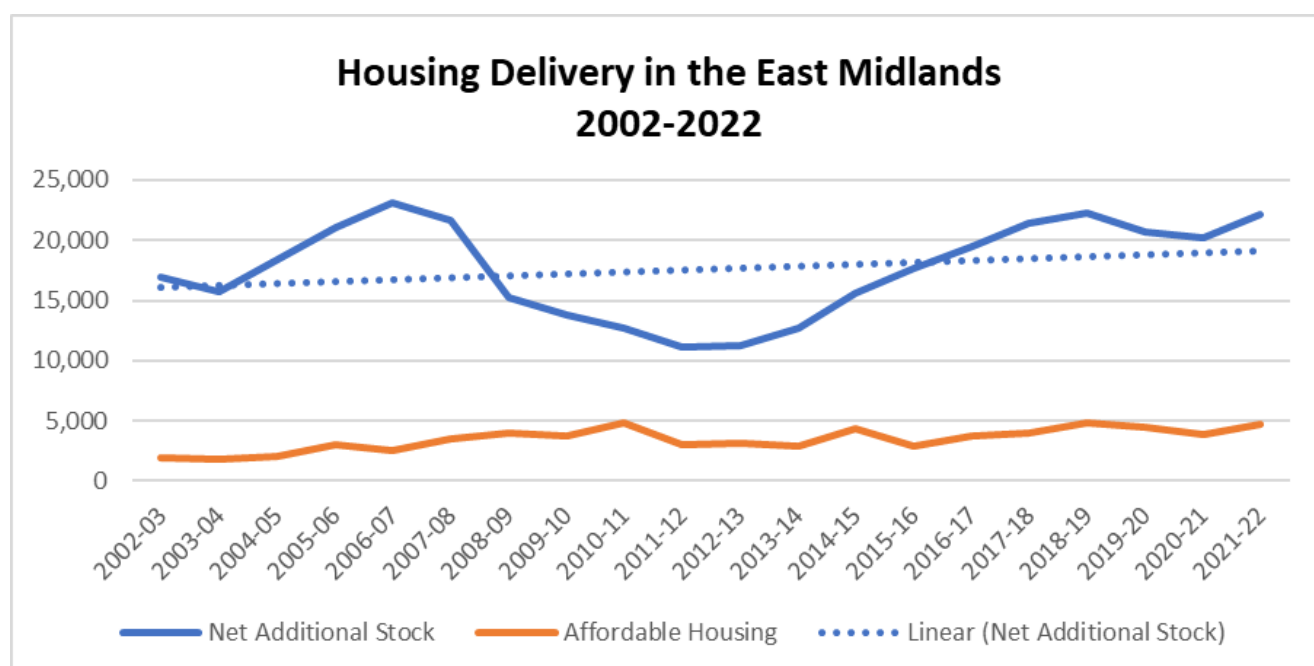
⁴ [Public Expenditure Statistical Analyses 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/publications/public-expenditure-statistical-analyses-2024)



Source: [Public Expenditure Statistical Analyses 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/publications/public-expenditure-statistical-analyses-2024) & previous releases

2. Housing & Planning

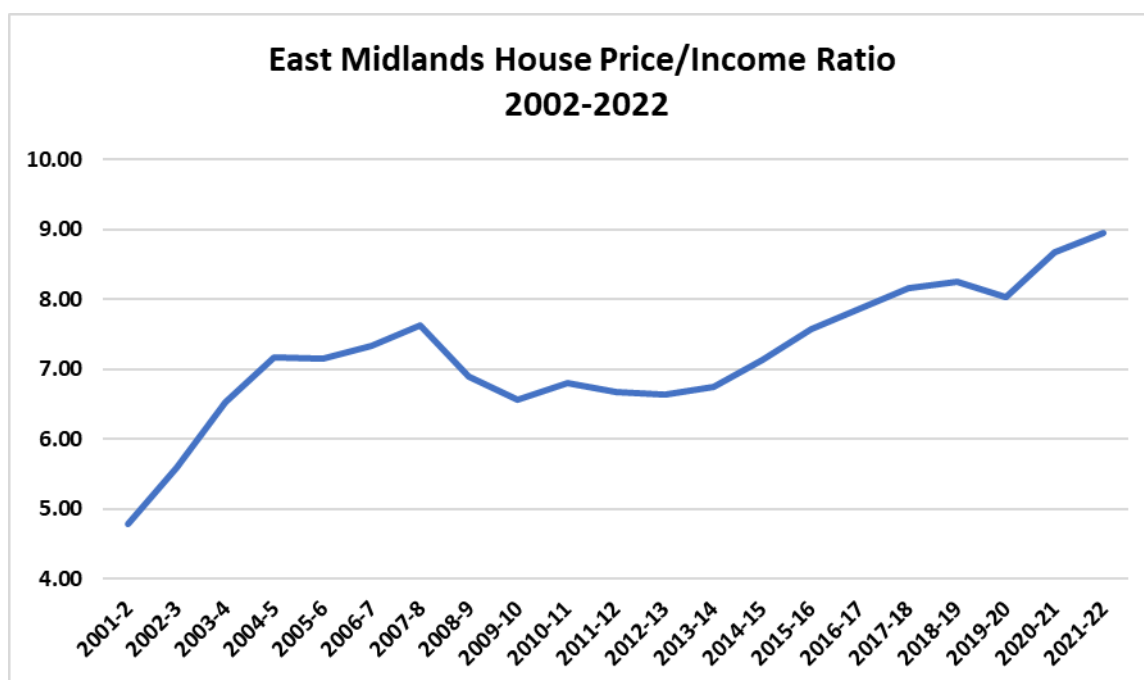
2.1 Housing delivery in the East Midlands over the last 20 years is set out below. As elsewhere, the scale of delivery has been largely determined by macro-economic conditions rather than local policies. Levels of affordable housing have been more consistent, although the definition of what constitutes 'affordable' has changed radically over this time.



Net Stock Source: [Live tables on dwelling stock \(including vacants\) - GOV.UK](https://www.gov.uk/publications/live-tables-on-dwelling-stock-including-vacants)

Affordable Housing Source: [Live tables on affordable housing supply - GOV.UK](https://www.gov.uk/publications/live-tables-on-affordable-housing-supply)

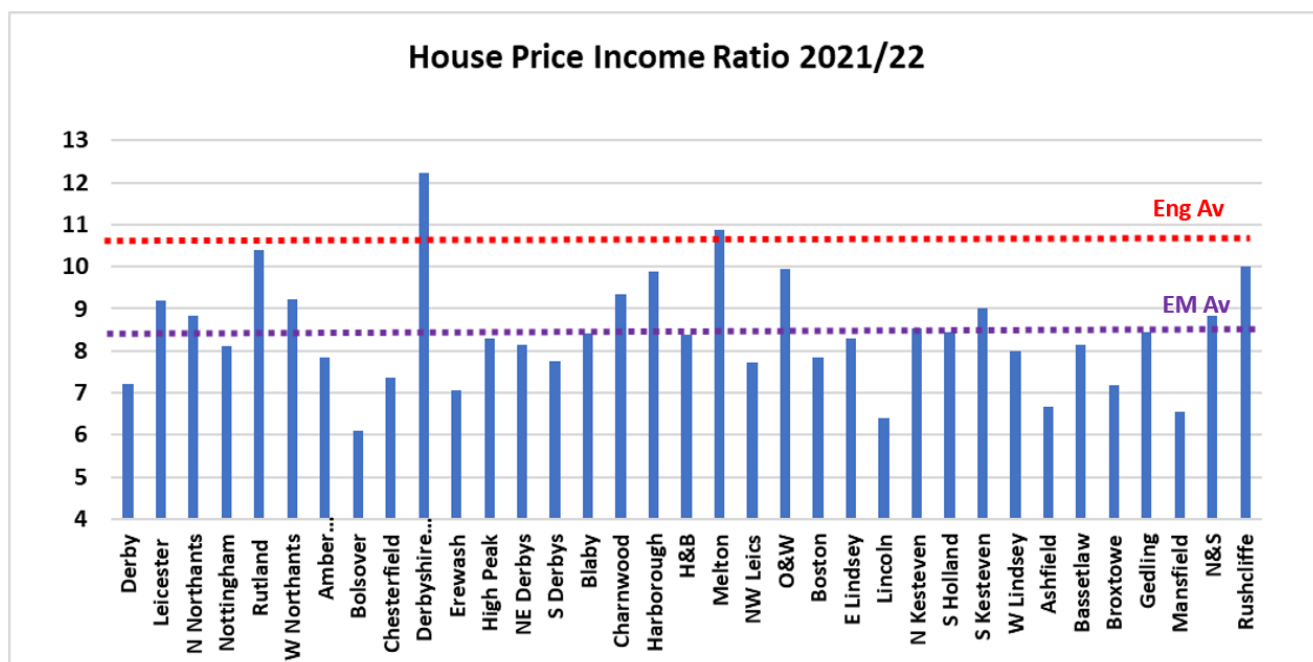
- 2.2 Housing affordability (the relationship between average house prices and average incomes) has worsened significantly over the last 20 years in the East Midlands – although the Region remains in a better position than England as a whole. Over this period, the value of capital assets generally (not just property) has risen at much faster rate than wages.



Source Net Additional Stock: [Live tables on dwelling stock \(including vacants\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/live-tables-on-dwelling-stock-including-vacants)

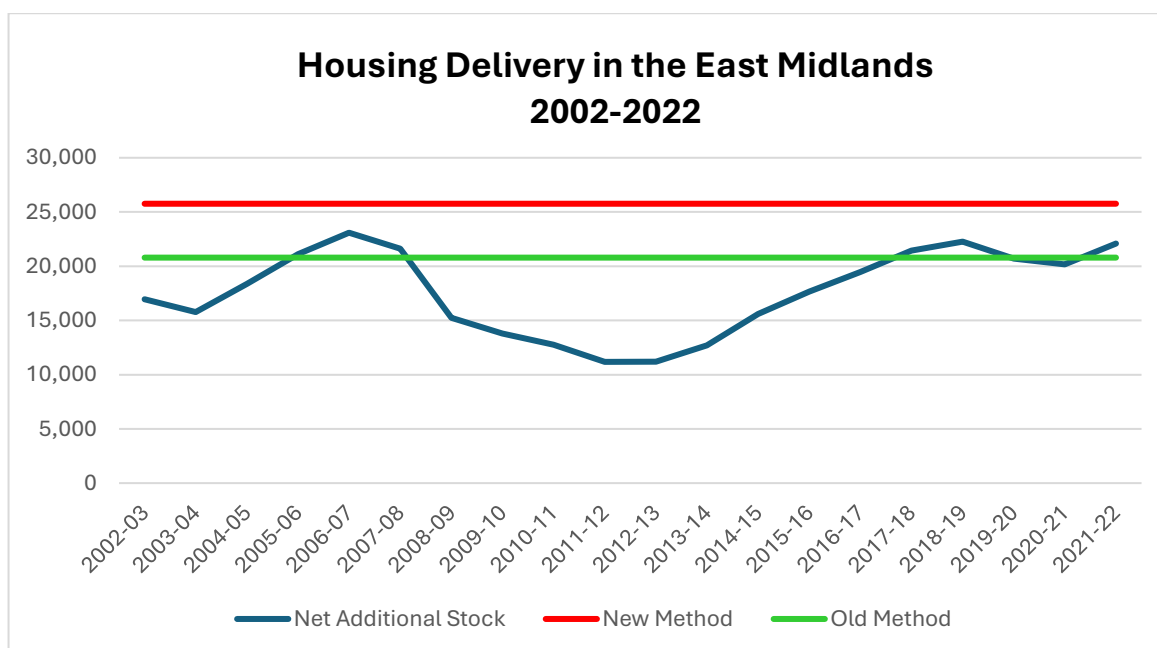
Source Affordable Housing: [Live tables on affordable housing supply - GOV.UK \(www.gov.uk\)](https://www.gov.uk/live-tables-on-affordable-housing-supply)

- 2.3 There are also major variations between local authorities within the Region. Based on analysis from the National Housing Federation, Derbyshire Dales and Melton Borough have the least affordable housing, whilst Bolsover and Lincoln have (relatively speaking) the most affordable.



Source: [National Housing Federation - Home Truths](#)

- 2.4 In December 2024 the Government confirmed its New Standard Method to determine the number of houses that Local Planning Authorities should plan for. This implies regional delivery of just over 25,760 new homes a year, significantly above both the old Standard Method and levels of delivery over the last 20 years – although slightly less than that implied by earlier Proposed Method (27,383).



- 2.5 The new Standard Method does not rely on demographic data or household projections. Instead, it comprises an annual 0.8% growth rate based on existing housing stock and an uplift adjustment to address affordability. The impact of

the proposed new Standard Method on each of the Local Planning Authorities in the East Midlands is shown in Appendix 7(a).

- 2.6 The Government believes that increasing the number of planning consents will increase the number of homes completed and sold by the private sector and make housing more affordable. However, evidence from an independent review undertaken for previous Ministers in 2018 by Sir Oliver Letwin MP suggests that housing delivery is determined by the local ‘market absorption rate’: the number of homes a developer can sell without reducing the price⁵.
- 2.7 Recent announcements following the Spending Review of £39 billion for the delivery of new affordable housing over the next 10 years and the establishment of a National Housing Bank⁶ administered through Homes England suggest the Government is starting to take a more interventionist approach to housing delivery.
- 2.8 In terms of the Government’s wider planning reform agenda:
- Ministers also published a response to the NPPF consultation with a [Revised Document](#) in December 2024.
 - The Government is intending to consult on the scope of new National Development Management Policies (introduced by the LURA 2023), which will set out national policy on issues common to all LPAs when determining planning applications.
 - The Government’s New Towns Taskforce is planning to submit its final report to Ministers in July 2025.
 - The Planning & Infrastructure Bill (which is currently in the House of Lords) includes proposals to re-establish a universal system of statutory strategic planning. EMC’s Director of Policy & Infrastructure published a short blog reflecting past experience of strategic planning: [Some thoughts on the return of strategic planning...](#)
 - The Government has just published a 10 Year Infrastructure Strategy⁷ which sets out its approach to maintaining and improving the nation’s infrastructure. A detailed pipeline of economic and social infrastructure projects is expected to be published by the National Infrastructure & Service Transformation Authority (NISTA) in July of this year and then updated on a regular basis.

⁵ [Independent review of build out: final report - GOV.UK](#) and [Blog post: Building the Field of Dreams](#)

⁶ [Over 500,000 homes to be built through new National Housing Bank - GOV.UK](#)

⁷ [CP 1344 – UK Infrastructure: A 10 Year Strategy](#)

- 2.9 There is clearly an interaction between the implementation of the Government's planning reform agenda and proposals to replace two-tier local government with new unitary authorities by 2028. Both issues were discussed at a very well attended EMC briefing event which took place in Leicester on 5th June 2025.

3. Flood Risk in the East Midlands

- 3.1 In December 2024 the Environment Agency published an updated National Assessment of Flood & Coastal Erosion Risk in England⁸. The Assessment highlighted that the East Midlands has the greatest share of properties at risk of flooding from rivers or the sea in England (18.4% - 127,500), and the highest proportion of properties at risk of any English Region (4.6%). In addition to large expansive areas of low-lying land on the Lincolnshire Coast, the river systems of the Trent, Derwent, Soar, Witham and Nene drain through the Region's most heavily built-up areas, many of which were historically developed around river crossings.
- 3.2 Major flooding events have occurred with increasing regularity in the last 20 years, with all of the region's cities and counties having been directly affected. Storms Babet (October 2023) and Henck (January 2024) inflicted considerable damage across the Region (including the loss of life), the impacts of which is still being felt in many communities. The January 2025 flooding events appear to have resulted from a combination of rapid snowmelt and a period of extended heavy rain. The impacts were particularly acute across Leicestershire and Lincolnshire, which both declared Major Incidents, and in parts of Nottinghamshire.
- 3.3 Improving and maintaining flood defences is critical to protecting communities and businesses, and to maintaining investor confidence. Although important new assets have been created in recent years, most notably the Boston Barrier which was became fully operational in 2022, the East Midlands appears to be losing out in the battle for investment. Analysis by the National Audit Office⁹ highlighted that the East Midlands receives close to the lowest level funding per property at risk at £3,227, despite the Region's high level of inherent risk. This compares unfavourably to North East which receives almost four times as much at £12,563 per property and the North West at £10,204.
- 3.4 Public investment in flood defences currently requires a very strong business case (typically a BCR of more than 9 to 1) and a local partner contribution. This funding model makes delivering flood defences in areas with low land values

⁸ [National assessment of flood and coastal erosion risk in England 2024](#)

⁹ [Resilience to flooding](#)

(including Grade 1 Agricultural land) more challenging. There are often good social, economic and environmental reasons to protect local areas, but the investment methodology may preclude this. While Government might expect the partnership model to ‘stretch’ public funding, in practice it can cause schemes to stall before any real momentum has been gained

- 3.5 As anticipated, the new Government has launched a consultation on proposed reforms to the regime for flood defence funding with a closing date of the 29th July 2025¹⁰. The consultation is seeking feedback on a ‘simplified approach’ to funding new flood resilience projects and a revised approach to prioritise flood resilience projects. The consultation is also seeking views on alternative sources of funding to enable government funding to go further and opportunities for English devolution to support flood risk management.
- 3.6 Discussion at the EMC General Meeting on the 31st January 2025 and the EMC Executive on the 3rd March 2025 (with senior EA officials in attendance) has highlighted the importance of flood resilience for local government across the region. Flooding was also highlighted by the recent East Midlands APPG Report into priorities for the Spending Review¹¹.
- 3.7 As a result, it is proposed to develop an EMC consultation response for discussion and agreement at the EMC AGM on 11th July 2025.

4. Regional Energy Strategic Planning

- 4.1 The Government has established a new independent public corporation the National Energy Systems Operator (NESO) to ensure the nation has access to reliable, clean affordable and energy. NESO is also charged with developing Regional Energy Strategic Plans (RESPs) for England. NESO is keen to talk to local authority leaders about the how it plans to develop the East Midlands RESP. An public consultation on an initial ‘Transition RESP’ is expected to start in the autumn of 2025.
- 4.2 There is an opportunity to invite representatives from NESO to the next meeting of the EMC Executive Board on the 3rd October 2025, and to establish an ongoing relationship as the RESP process develops.

5. Transport for the East Midlands (TfEM)

¹⁰ [Reforming our approach to floods funding June 2025.pdf](#)

¹¹ [APPG-Report-2025-FINAL-002.pdf](#)

- 5.1 Transport for the East Midlands brings together the Region's Local Transport Authorities under the auspices of East Midlands Councils to provide collective leadership on strategic transport issues and meets on a quarterly basis. TfEM is chaired by Sir Peter Soulsby the City Mayor of Leicester.
- 5.2 Since 2017 TfEM and Midlands Connect have identified, developed and promoted a programme of shared strategic transport infrastructure priorities to support growth and productivity and help to address the historic underfunding of the East Midlands - which has endured under all Governments for the last 25 years.
- 5.3 These priorities have flexed from time to time to reflect changing circumstances and Government policy. The current version was published in March 2024 (contained in Appendix 7(b)) and includes the following:
- Midland Main Line Electrification
 - Nottingham-Leicester-Coventry Rail Connectivity
 - Midlands-Leeds & North East Rail Connectivity
 - A46 Growth Corridor & Newark
 - A50/A500 Growth Corridor
 - A5 Growth Corridor
 - Improving Safety Reliability on the A1
 - M1 Junction 24 & Surrounding Area
- 5.4 In 2020 TfEM signed a Collaboration Agreement with the Department for Transport to provide local input into the management of rail services provided by East Midlands Railway (EMR). The Agreement is joint funded and has enabled the recruitment of a TfEM Head of Rail Improvement who is accountable to the TfEM Board but sits at the interface with the DfT Rail Markets Team managing EMR's contract. In recent years the influence of this role has been extended to include services in the East Midlands run by CrossCountry and Northern.
- 5.5 The TfEM Board last met on 18th June 2025 and included:
- A presentation from the MD of Network Rail Eastern Region.
 - A progress update on delivery of new and refurbished rolling stock and service enhancements by the MD of East Midlands Railway.
 - Endorsement of TfEM-DfT Rail Collaboration Annual Report for 2024-5.
 - Consideration of the impacts of the Government's Spending Review on the the East Midlands and in particular the eight TfEM-Midlands Connect Shared Strategic Investment Priorities.

6. Midlands Connect

- 6.1 The Midlands Connect Strategic Board met last on 14th November 2024 with Sir Peter Soulsby, Cllr Richard Davies and Mayor Claire Ward in attendance representing the East Midlands.
- 6.2 The meeting received a presentation from the Chair of National Highways and discussed the impact of devolution on the work of Midlands Connect. The Board went on to agree the Midlands Connect Business Plan for 2024/5 (subject to confirmation of DfT grant), and funding to refresh the Strategic Outline Business Case for the Nottingham-Leicester-Coventry Rail Enhancement.
- 6.3 The July 2025 meeting was cancelled and the next meeting is now planned for November 2025.

7. Recommendations

Members of the Executive Board are invited to:

- 7.1 Endorse proposals for an EMC consultation response on flood defence funding.
- 7.2 Endorse the work of the TfEM Board.
- 7.3 Note the rest of this report.

Andrew Pritchard
Director of Policy & Infrastructure

New Standard Method for Housing Need

Local Authority Name	Average Annual Net additions (2020/21- 2023/24)	Old Method	Proposed Method	New Method	Difference Old/New	Difference Proposed/New
Amber Valley	516	351	682	615	264	-67
Ashfield	405	446	604	535	89	-69
Bassetlaw	931	260	665	613	353	-52
Blaby	354	329	559	542	213	-17
Bolsover	464	195	404	353	158	-51
Boston	317	250	379	356	106	-23
Broxtowe	332	384	658	621	237	-37
Charnwood	698	1,115	1,012	978	-137	-34
Chesterfield	359	211	558	500	289	-58
Derby	892	1,244	1,062	906	-338	-156
Derbyshire Dales	222	216	571	580	364	9
East Lindsey	544	437	1,091	1,009	572	-82
Erewash	201	376	569	523	147	-46
Gedling	551	460	665	609	149	-56
Harborough	891	510	706	723	213	17
High Peak	362	243	585	553	310	-32
Hinckley & Bosworth	580	432	689	649	217	-40
Leicester	1,030	2,435	1,690	1,557	-878	-133
Lincoln*						
Mansfield	377	259	540	495	236	-45
Melton	374	192	370	362	170	-8
Newark and Sherwood	675	437	730	707	270	-23
North East Derbyshire	625	224	622	591	367	-31
North Kesteven*						
NW Leicestershire	755	357	621	595	238	-26
Nottingham	1,893	1,845	1,451	1,247	-598	-204
Oadby and Wigston	258	198	389	382	184	-7
Rushcliffe	1,079	609	831	830	221	-1
Rutland	101	123	264	266	143	2
South Derbyshire	1,033	507	606	581	74	-25
South Holland	680	427	573	542	115	-31
South Kesteven	567	687	912	895	208	-17
West Lindsey*						
N Northamptonshire	1,765	1,856	2,064	1978	122	-86
W Northamptonshire	2,095	2,124	2,584	2515	391	-69
*Central Lincs Joint Plan	1422	1,054	1676	1552	498	-124
EM Total	23,348	20,793	27,383	25,760	4,967	-1,623
Higher Figure						
Lower Figure						



Our Shared Vision for the East Midlands





“The East Midlands has a strong track record in delivering high levels of housing and employment growth in the national interest. But with better connectivity we could so much more. The eight strategic priorities we have highlighted will unlock growth across the region and allow our towns and cities to thrive. Delivery will also contribute to increasing the level of national spending on transport in the East Midlands towards the UK average.”

SIR PETER SOULSBY
CHAIR OF TRANSPORT FOR THE EAST MIDLANDS



“At Midlands Connect we are committed to working closely with TfEM to help deliver growth opportunities and better connections. Investment in this region’s transport will have a remarkable benefit for the whole country and create a positive ripple effect to boost the development of industry, skills and infrastructure. Taking forward these joint priorities will help lay the groundwork for improved connectivity across the Midlands, unlocking the potential of major economic hubs such as the EmDevCo and the two Freeports – opening the region’s businesses to the world.”

SIR JOHN PEACE
CHAIRMAN OF MIDLANDS CONNECT

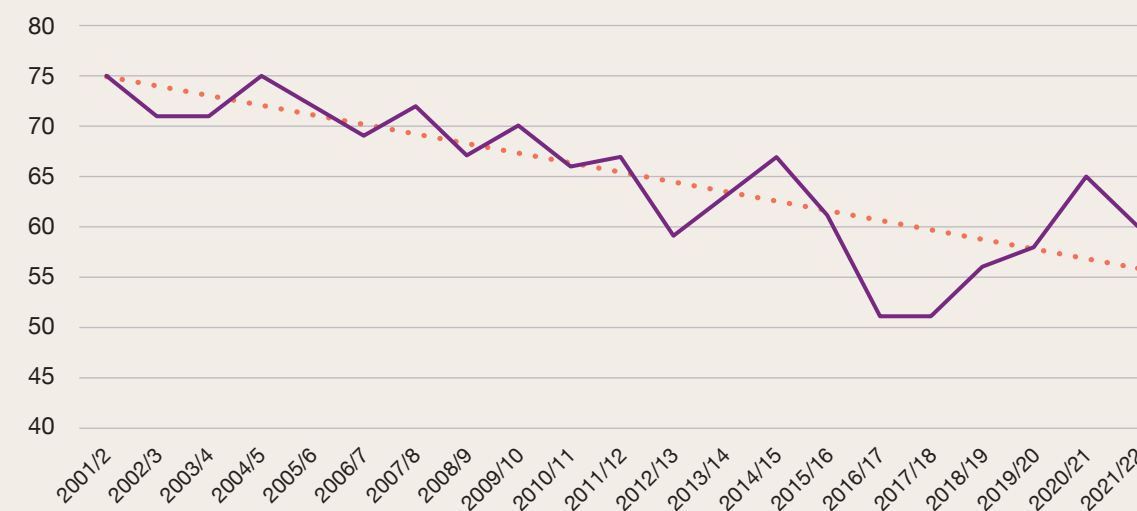
Our Shared Vision for the East Midlands

TfEM & Midlands Connect have a shared vision for the rollout of electric vehicle charging points and alternative fuels such as hydrogen. We are also working together to promote eight key strategic investment priorities that will contribute to the Government’s ‘Levelling Up’ and ‘net zero’ commitments and help to address the historic underfunding of the East Midlands:

- ▶ Midland Main Line Electrification
- ▶ Nottingham-Leicester-Coventry Rail Connectivity
- ▶ Midlands-Leeds & North East Rail Connectivity
- ▶ A46 Growth Corridor & Newark
- ▶ A50/A500 Growth Corridor
- ▶ A5 Growth Corridor
- ▶ Improving Safety & Reliability on the A1
- ▶ M1 Junction 24 & Surrounding Area

Transport spend per capita in the East Midlands

100 = UK Average (& trend)



Source: <https://www.gov.uk/government/statistics/public-expenditure-statistical-analyses-2023> and previous releases.



Midland Main Line Electrification (MMLe)

Electrification of the Midland Main Line will reduce the running costs of the railway, improve reliability and punctuality, reduce CO2 emissions and improve air quality. Electrification will complement exciting proposals to regenerate Leicester Midland Station led by the City Council and similar plans for Derby, Nottingham and Chesterfield stations which are being developed by the East Midlands Development Company.

There is also a major industry opportunity to use the MMLe project to develop a permanent skilled electrification workforce and deploy new technology to minimise costs and avoid rebuilding bridges and tunnels. This will be particularly important through Derbyshire, where the integrity of the 'Stephenson Bridges' is key to maintaining the Derwent Valley Mills World Heritage Site designation.

The MML remains the only mainline route not to be fully electrified. After pausing the project in 2015 and then cancelling it in 2017, the Government's 2021 Integrated Rail Plan committed to electrifying the MML to Leicester, Derby, Nottingham and Sheffield by the early 2030s. This will enable EMR's new Aurora Class intercity trains to run in electric mode when the wires south of Bedford are upgraded from 100mph to 125mph.

TfEM has published a comprehensive assessment of the wider benefits of MMLe titled *The Future's Electric!*

Nottingham-Leicester-Coventry Rail Connectivity

Leicester and Coventry are two important and rapidly growing Midlands cities - just 25 miles apart - and without a direct rail connection. Passengers from Leicester and Nottingham must get off one train at Nuneaton, change platforms and board another, resulting in a slow, inconvenient service. Because of this, just 3% of trips between Coventry and Leicester are made by rail, compared to 30% of trips between Coventry and Birmingham.

In May 2021, Midlands Connect published an initial business for improvements at Nuneaton, creating space for services to pass through the station area, alongside plans to improve line speed along the route. Journey times would be cut significantly. Trips from Coventry to Leicester would fall from 54 to 38 minutes, with trips from Coventry to Nottingham down to 70 minutes from 108 minutes.

Midlands Connect is currently updating the Strategic Outline Business Case with new analysis and growth assumptions post-Network North, and plan to resubmit this to government during 2024. We will continue to raise the profile of the project politically in light of the upcoming general election.

Further development and delivery will now require investment from the Rail Network Enhancement Pipeline (RNEP), which has yet to be agreed by the Government.

Midlands-Leeds & North East Rail Connectivity

The publication of Network North confirmed the cancellation of HS2 to the East Midlands and the potential for further extensions to Leeds and the North East.

However, the strategic need to improve rail connectivity along the route of the former Eastern Leg of HS2 – a corridor comprising 13 million people, six million jobs and 20% of the UK's GDP – remains.

TfEM is working with Network Rail and Midlands Connect to understand the most effective package of interventions, along with a credible delivery strategy, making the most of existing and planned infrastructure including the Midlands Rail Hub and the new Birmingham Curzon Street Station.

Improved rail connectivity between the East and West Midlands, Yorkshire and the North East will bring people and businesses closer together, improve supply chains through additional rail freight capacity and contribute to the delivery of the Government's 'Levelling Up Missions'.

These economic benefits, alongside improved reliability, will make rail travel more attractive to passengers and industry, also helping to deliver the Government's 'net zero' commitments.



A46 Growth Corridor & Newark

The A46 forms a nationally significant trade route linking the Humber and East Midlands Freeports with Bristol, identified by Midlands Connect as the 'Trans-Midland Trade Corridor'. Delivery of the A46 Newark Northern Bypass remains TfEM's top strategic road priority. The A46 around Newark from Farndon to the interchange with the A1 and A17 has been a 'bottleneck' for many years, which has caused congestion, pollution and safety issues.

National Highways have identified a preferred route for enhancement to the A46 around Newark, including improving the junctions with the A1 and A17, which will enable ambitious plans for growth and development in and around Newark to be fully realised, including the recently agreed 'Town Deal'. It would also improve connectivity to the Lincolnshire Food Hub to support the 'Levelling Up' agenda across the County. But, delivery funding has yet to be agreed by the Government.

Further south, Midlands Connect has also prioritised the A46 around Syston for investment in RIS3 to ease congestion and help support sustainable growth to the north of Leicester. There are also capacity and safety issues between M1 Junction 21 and 21a.

Rail services between Lincoln and Nottingham are infrequent and slow and do not offer an attractive alternative to the car. The IRP raised the prospect of replacing the 'enduring constraint' of the 'flat crossing' at Newark between the Lincoln-Nottingham Line and the ECML (also enabled by the A46 improvement), which would allow for more regional services. In the shorter term, there is an opportunity to raise the line speed from 50mph to 75mph by enhancing planned re-signalling, which would make better use of rolling stock (including the Lincoln-London Azuma trains) and help make rail travel more competitive.



A50/A500 Corridor

Running from Derby to Stoke, this 56-mile corridor is home to around a million people and half a million jobs, many in globally significant firms like Toyota, JCB, Rolls Royce and Alstrom. However, at several pinch points, the A50/A500 corridor is slow and unreliable, with average rush hour speeds below 20mph.

Improving transport reliability and shortening journey times will open job opportunities to a wider pool of skilled workers and give businesses more reliable access suppliers and international markets. Access to the A50 is also crucial to unlocking East Midlands Intermodal Park adjacent to Toyota's manufacturing facility, one of the three key sites in the East Midlands Freeport proposition.

Working with partners, Midlands Connect has developed a phased programme of interventions along the route, which, if delivered, will provide the capacity, resilience and reliability required to unlock sustainable growth, increase productivity and support the transition to electric and hybrid vehicles.

Consistent with Network North, TfEM & Midlands Connect are keen to work with the Government and national bodies like National Highways to find ways to progress these interventions to ensure the businesses and communities along the route can reach their potential.

Improving Safety & Reliability on the A1

The A1 corridor is a nationally significant freight artery linking the North and Scotland with London and the South East. The route is particularly vital for connections to major ports on the East Coast, including Felixstowe, Grimsby, Immingham and then Dover (via the M25).

The A1 corridor also has a key economic role within the East Midlands, particularly for agri-food, logistics, manufacturing and tourism, with very significant levels of proposed housing (up to 100,000 units) and employment growth - in addition to the ground-breaking 'Step Fusion' Facility at the West Burton Power Station site in Nottinghamshire.

In sharp contrast to the motorway standard sections immediately to the north and south, the A1 through the East Midlands is a dual carriageway 'A' road characterised by sub-standard junctions and right turn movements,



collision blackspots and a lack of resilience or alternative routes during closures. There have been 201 closures of the A1 in the East Midlands (in at least one direction) over the past 5 years, some of which have lasted up to 10 hours.

National Highways (Midlands) have made available funding to improve lane markings and signage to reduce collisions, but a more strategic approach is required to enhance the route to improve reliability and resilience and bring the road up to a standard reflecting its national and regional economic role.

A5 Growth Corridor

The A5 through Northamptonshire, Leicestershire, Warwickshire and Staffordshire is a key freight route and an alternative to the M6. The A5 is also driving major housing and employment growth – including the MIRA Enterprise and Technology Park, DIRFT near Daventry and Magna Park in Lutterworth. But congestion and safety are major problems because of the sub-standard nature of much of the road, and as a result, the route requires major investment.

The Government has recognised the strategic importance of the route in Network North and previously allocated funding to develop a strategic enhancement to the A5 between the M69 and the M42 (Hinckley to Tamworth) – although a preferred route has yet to be published by National Highways.

In the shorter term, Midlands Connect has identified potential for an improvement to the junction between the A5 and A426 at Gibbet Hill, which would enable existing planning permissions for new employment to be implemented ahead of the full National Highways scheme.



M1 Junction 24 & Surrounding Area

The East Midlands Freeport is one of only eight such designations made by the Government across the country and the only 'Inland' Freeport based around the freight operation at East Midlands Airport.

EMDevCo is a company owned by five local authorities in the East Midlands that brings together the ambition of partners from business, academia, and government.

Together, EM Freeport and EMDevCo support four key growth locations that sit between the cities of Derby, Leicester and Nottingham: East Midland Airport & Gateway industrial cluster; East Midlands Intermodal Park; Ratcliffe-on-Soar Power Station and Toton & Chetwynd Barracks.

Together, these locations have the potential to deliver transformational levels of employment growth and new models for living and working fit for the 21st century. However, the area has a congested road network and very poor levels of public transport provision. The key to unlocking growth will be improving capacity in and around M1 Junction 24, which is close to capacity and heavily constrained. TfEM is working with regional and local partners to ensure that National Highways give priority to investment in and around M1 Junction 24 within the RIS3 period.



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Agreed for publication: Wednesday, 20 March 2024



Executive Board

27th June 2025

Local Authority Workforce and Pay – Regional Employers’ Board

Summary

This report provides an update to Members on significant issues relevant to local government as employers and provides a regional perspective.

Recommendation

Members of the Executive Board are invited to consider the issues highlighted in this report.

1. Introduction

- 1.1 East Midlands Councils (EMC) through its role as the region's Employers Organisation, has the responsibility of supporting employment relations for the sector. The Regional Employers' Board provides political leadership on employment issues and councillor development and forms the Employer's side of the Regional Joint Council, which meets with joint trade unions to support employment relations on behalf of councils in the East Midlands.
- 1.2 This report provides information for members on the significant issues affecting councils as employers and includes progress on key regional priorities such as:
- Pay and Rewards
 - Attracting, Developing and Retaining Talent
 - Local Government re-organisation

An update is provided on significant employment law developments and regional support to councils, including councillor development.

2. Pay and Rewards: Local Government Pay Negotiations for 2025

- 2.1 The pay negotiation process for 2025 began with pay claims to the National Employers on behalf of Local Government Services employees (those on "Green Book" terms and conditions), Craftworkers, Chief Officers and Chief Executives.
- 2.2 Details and copies of the claims are available at the following link: [Pay and Rewards](#) and a summary of each claim is provided below:
- For "Green Book" employees – an increase of at least £3,000 across all pay points; a clear plan to reach a minimum pay rate of £15 an hour; one extra day of annual leave for all staff; a reduction in the working week by two hours, with no loss of pay; the ability for school support staff to take [at least] one day of their annual leave during term time, with no loss of pay.
 - For Craftworkers (e.g., individuals employed in housing maintenance trades) an increase of at least 9% for craft rates, taking into account NMW rate for Apprentices, differentials and cost of living challenges; a pro rata

increase to all other allowances and plus payments; a reduction in the working week to 35 hours with no loss of pay; an additional 2 days of annual leave.

- For Chief Officers - an increase of 6% or an increase that is no less than the award made to Green Book employees; an additional day of paid leave.
- Chief Executives - a pay increase in April 2025 and subsequent years that is the same as the percentage increase (or equivalent percentage if the offer is expressed in £s) for the top point on the scale for “Green Book” employees; a direct and immutable link for increases for April 2025 onwards, to ensure that chief executives receive the same percentage increase as the top point on the Green Book scale; the potential need to review the minimum annual leave provision and a matching increase in the provision if the 2025 pay deal for Green Book staff involves any further increase in annual leave.

2.3 EMC hosted a regional pay briefing meeting in February 2025 to enable council officers and Members to meet with the national negotiators to help inform the Employers’ response. A survey was also conducted by the LGA, and the 26 councils from the East Midlands that responded to the survey had budgeted between 2% and 5% for this year’s pay increase, with 3% being the most common figure cited – a figure that was echoed nationally.

2.4 EMC’s Director of HR & Cllr Development is an appointed adviser to the Employers’ Side of the National Joint Committee and, following the regional pay briefings the Employers’ Side met on 24th March and 22nd April 2025 to consider the information, take political soundings and discuss its response to the claims. This resulted in the following “full and final” offers being made:

- For Green Book employees, an increase of 3.2%; an increase of 3.2 per cent on all allowances and, with effect from 1st April 2026, the deletion of pay point 2 from the national pay spine.
- Chief Executives and Chief Officers have also been offered an increase of 3.2% with effect from 1st April 2025.
- Craftworkers have also been offered a 3.2% increase, and the Employers are proposing to remove reference to Apprentice rates, given the vast majority of councils operate local arrangements.

- 2.5 Unions representing employees covered by the Green Book, Craftworkers and Chief Officers are consulting their members on the Employers' offers, with ballots ending on 20th June. The ballot results will then be discussed at unions' committee meetings and conferences before they formally respond to the Employers. Chief Executives' representatives welcomed the Employers' offer, but as in previous years, are waiting for the outcome of the Green Book negotiations. Any updates will be provided at the Executive Board meeting.
- 2.6 In addition to pay negotiations, work is continuing at national level to jointly review the national pay spine. A new pay spine is required to address the impact of the National Living Wage and to better reflect salaries of roles at more senior levels but below chief officers. EMC will continue to keep authorities updated on progress and support the flow of information between councils and national colleagues.
- 2.7 The Coroners Society of England and Wales (CSEW) has given notice of withdrawal from the Joint Negotiating Committee (JNC) for Coroners and has opted instead to negotiate on an individual basis directly with their relevant local authority. The chair of the management side of the JNC has written to the Secretary of State for Justice to outline his concerns, asking for clarification and engagement on the future arrangements for Coronial pay. In the meantime, a number of circulars have been issued providing initial advice to local authorities. EMC is liaising with the national lead adviser and counterparts in other regions to enable councils that will receive pay claims locally to share information and approaches.

3. Attracting, Developing and Retaining Talent

- 3.1 Attracting, developing and retaining talent has been agreed as a regional priority. It is also reflected in the workplan for the Regional Joint Council, where there is an agreed priority to raise the profile of local government as an employer.
- 3.2 To make progress on this, EMC has worked jointly with the LGA over 2024-25 to roll-out a national recruitment campaign for the sector. The campaign provided materials for councils to use and tailor to their own requirements, as well as a media campaign. Feedback from councils in the region about the campaign and the resources has been very positive. To give an example of

how one council in the region has used the resources, a link is provided below to a video created by Melton Borough Council that is featured on the Council's website and promotes the benefits of making a difference and working for a council. This was highlighted at national level, as one of the best examples.
<https://www.melton.gov.uk/vacancies/>

- 3.3 An independent evaluation of the project found that the campaign had made a beneficial impact and based on this success, the Government has agreed to provide funding for a campaign for 2025-26.
- 3.4 EMC is hosting an event on 9th July at the King Power Stadium in Leicester to enable HR and Communications Lead Officers in Councils to meet and discuss any learning from the campaign last year and share how the resources have been used by councils. The meeting will also provide an opportunity for councils to input their views on what the new campaign should feature, and where its focus should be. The resources developed in 2024/25 remain available for Councils to use and adapt while the new campaign is being designed.

4. Local Government Reform (LGR)

- 4.1 Given the significant workforce implications arising from LGR, EMC's is ensuring that support is being provided to councils in the region through its business and service plan for the coming year.
- 4.2 The county-based HR networks that EMC co-ordinates and supports are being used as forums to share information and approaches in preparation for LGR.
- 4.3 LGR is a standing item for the Regional Employers' Board and Regional Joint Council. The Regional Joint Council will provide a useful mechanism to look at the implications from a joint perspective. There will be an opportunity to hear from employers and unions on their experience and insights from the reorganisation in Northamptonshire.
- 4.4 EMC's development programmes are featuring programmes for senior leadership teams and middle managers on leading change and transformation.

5. School Support Staff Negotiating Body (SSSNB)

- 5.1 The Government is planning to establish a separate national negotiating body for school support staff, who are currently covered by the NJC for Local Government Services (NJC) – the bargaining group for the main council workforce.
- 5.2 A public consultation has been launched by the Government to inform the structure of the School Support Staff Negotiating Body (SSSNB). Councils, in their role as school employers, are urged to respond to the consultation with particular focus on which staff should be in or out of scope of the new Body, and to take the opportunity to highlight any potential equal pay concerns that could arise.
- 5.3 Concerns would mainly relate to:
- a) Equal pay risks that could arise, for example if the SSNB agreed a higher annual pay award than the NJC (or vice versa) employees could make an equal pay claim comparing themselves to colleagues covered by the other bargaining group who are in jobs rated to be of equal value, but are now paid more.
 - b) The need for funding for employers to cover the transition process and the implementation of SSSNB agreements.
 - c) The impact on current collective bargaining arrangements: The current NJC arrangements will continue to be the mechanism by which school support staff pay in Wales and Northern Ireland is determined. Uncertainty about the timing and scope of the SSSNB being established impacts on progressing the review of the national pay spine and reaching future pay agreements.
 - d) The short consultation period gives little time for employers to fully consider and respond to the consultation.
- 5.4 EMC has circulated information about the consultation and has asked councils to provide a copy of their consultation response to EMC and the LGA to help inform any regional/national response. The Department for Education is holding Q&A Sessions to support engagement with the consultation on 20th and 24th June. The consultation closes on 18 July 2025.

6. Regional Activity and Support

6.1 Councillor Development

- 6.1.1 EMC's councillor development programme for 2025/6 focuses on popular events that are particularly valuable for new councillors to complement in-house induction programmes, as well as training for councillors who are taking up new roles, along with policy briefings on key issues facing the sector.
- 6.1.2 The programme includes the popular "Hitting the Ground Running Workshop" provided in partnership with the LGA which will take place following EMC's AGM in July. Also included are training for Civic Heads, chairing skills, and cyber security.
- 6.1.3 EMC organised an event for Members and senior officers on 5th June on Planning Reform, Devolution and LGR – "The Perfect Storm". Over 120 delegates attended the event.

6.2 CPD Programmes for Planners and Environmental Health Officers

- 6.2.1 Planning Officers and Environmental Health Officers continue to be professions that councils find challenging in terms of recruitment and retention.
- 6.2.2 A key part of retention is providing opportunities for learning, personal and career development. The CPD programmes that EMC offers councils provide a low-cost way to provide high quality development for their planning and environmental health teams. The programmes are designed by a steering group from each profession, which ensures that the content is relevant and topical.
- 6.2.3 For each profession, the annual programme includes 6 events, 5 of which are held virtually and one in-person. Councils who subscribe to the programmes can have unlimited numbers attend the virtual sessions and have 3 free places on the in-person event. The success of the model can be seen in attendance levels, with 1364 delegates attending the CPD events during 2024-2025.

6.3 Network Updates

- 6.3.1 In addition to supporting county-based HR networks, EMC provides a range of regional networks. Recent network meetings are outlined below.
- 6.3.2 The Scrutiny Network – for councillors and officers – is meeting on 20th June 2025 hosted by West Northamptonshire Council. The meeting will cover effective budget scrutiny and strengthening partnership scrutiny.
- 6.3.3 The Cyber Security Network (EMGWARP) met on 10th June 2025 and was attended by 34 officers from councils across the region. The network received an update from the East Midlands Special Operations Unit (EMSOU), including the annual review report from the National Cyber Security Centre.
- 6.3.4 EMC arranged a meeting in May for officers to discuss and share information relating to the forthcoming Equality (Race and Disability) Bill, which is intended to enshrine in law the right to equal pay for ethnic minorities and disabled people, as well as introducing mandatory ethnicity and disability pay gap reporting for employers with 250 or more employees. Attendees were encouraged to respond to a survey and participate in a virtual round table event run by the LGA to discuss the pay gap reporting element, consultation on which has just closed. The event helped to inform the LGA's response to the consultation on behalf of the sector.
- 6.3.5 Issues raised by councils include the timing of the introduction of mandatory reporting (late 2027-28) which coincides with local government reorganisation when pressure on HR capacity and the availability and classification of data are likely to be factors for concern.
- 6.3.6 The Performance Network will be meeting on 26th June to discuss systems and processes relating to LGR. There will also be a presentation on the LGA's work on improvement, assurance and accountability.

6.4 Consultancy

- 6.4.1 Councils can access individual support from EMC on a not-for-profit basis on a range of workforce issues and in-house training/development.

6.4.2 Since the last meeting of the Board, assignments have included:

- Recruitment support
- Psychometric testing
- Job evaluations and job evaluation appeals
- Chief Executive appraisal facilitation
- Disciplinary investigations
- Restructuring support
- Mediations
- Grievance investigations
- Whistleblowing investigation
- Member Code of conduct investigation

6.4.3 In addition to this work, EMC is supporting the delivery of a national programme of events for the Association of Democratic Services Officers (ADSO). Feedback from the events is extremely positive – both from delegates and tutors, with additional sessions being held due to demand.

7. Recommendation

7.1 Members of the Executive Board are invited to consider the issues highlighted in this report.

Cllr Gale Waller
Vice Chair
Regional Employers' Board



Executive Board

27th June 2025

Report of Management Group

Summary

The following report of the Management Group provides a summary on the following issues performance management and corporate governance.

Recommendation

Members of the Executive Board are invited to:

- Note delivery against the agreed Business Plan for 2025/26.
- Note progress in meeting the external and internal audit requirements.

Management Group papers are available on EMC's website or on request to the Executive Director.

1. Performance Management

- 1.1 The Business Plan was developed in consultation with Members and agreed by Executive Board at its meeting in March 2025. The agreed KPIs reflect the revised approach of the current business plan, where EMC will work across four themes: evidencing, influencing, collaborating and delivering.
- 1.2 Performance against the KPIs in the 1st quarter is on track although additional activity will be focused upon supporting the member development programme to encourage engagement, particularly in relation to new councillors.
- 1.3 The Business plan is attached as appendix 10(a) as reference for new members of EMC Executive Board.

2. Corporate Governance

- 2.1 Management Group endorsed EMC's external financial audit and statement of accounts 2024/25. This is a statutory requirement, as required by HM Certification Office.
- 2.2 Alongside external audit requirements, Members noted the commencement of the internal audit review on the adequacy of financial controls and processes.

3. Recommendation

Members of the Executive Board are invited to:

- 3.1 Note delivery against the agreed Business Plan for 2025/26.
- 3.2 Note progress in meeting the external and internal audit requirements.

Cllr Sarah Russell
Vice-Chair
East Midlands Councils



Business Plan 2025-26

Foreword

Welcome to the East Midlands Councils (EMC) Business Plan for 2025/26.

The coming year will be one of monumental change for the sector as it responds to the challenges that include local government reorganisation, a new devolution framework, revised NPPF and ambitious housing delivery targets. Within this changing landscape, EMC will continue to make progress on those issues that matter to the sector, fostering collaboration, and driving positive change and growth across the East Midlands.

In recognition of this, the business plan sets out our proposed work, and wider approach, for the next 12 months. A number of existing programme commitments remain, including our workforce development and organisational support, rail collaboration agreement with DfT and the delivery of asylum and resettlement programmes. But the new local government institutional framework, that will include 2 mayoral county combined authorities, will require collaboration across the sector and with national bodies to deliver shared outcomes across a number of geographies; 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.

This business plan covers the range of EMC's programmes and services, including proposals for progressing the region's agreed investment and growth proposals, our work on Midland Mainline electrification, the A46 and A1, supporting councils on the implementation of the NPPF and housing delivery, providing focused member and officer development programmes, transformation and HR support and our wider role as the Regional Employers' Organisation; as well as taking forward the management of important refugee and asylum resettlement programmes. In this work, and in partnership with East Midlands Chamber of Commerce, we will continue to provide advisory and technical expertise to the work of MPs through the region's APPG.

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 £565,000.

We remain grateful to EMC staff, councillors, and officers across the region for their efforts and on-going engagement - and look forward to continuing working with colleagues across the East Midlands during 2025/26.

Cllr Martin Hill OBE	Chair, East Midland Councils
Cllr Sarah Russell	Vice Chair, East Midlands Councils
Cllr Tricia Gilby	Vice Chair, East Midlands Councils

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Our Role and Purpose

The East Midlands is a region of 5 million people, with population growth over the past decade exceeding the UK average and aligning with rates seen in London and the South East. A sizeable economy in its own right, its 368,000 businesses generated a total regional output of approx. £146.4bn, equivalent to 5.8% 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 councils in the East Midlands: including county, unitary and district & borough councils, and the Peak District National Park Authority.

Our dedicated team delivers a wide range of services and programmes on behalf of our 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 deliver tangible value, whether this be through ensuring excellence in the provision of our services and sector-led support or by shaping policies and delivering programmes that address the needs and priorities of our members.

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 support the sector as it continues to deliver core services and implements an ambitious programme of change.

What We Do

EMC delivers a wide range of services and programmes working closely with our member councils. These can be split into the following four main areas of activity:

Local Government Workforce and Councillor Development

EMC is the statutory Employers' Organisation for local government in the East Midlands, which will be of benefit to councils in moving forward with LGR proposals. 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 and 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 plays a key role in coordinating regional leadership and collaboration across local government. We nominate representatives to key national and regional boards including the LGA Executive, the LGA Asylum Resettlement Councils Strategic Engagement Group (ARCSEG), and the strategic boards of Midlands Connect. We also provide forums for joint working, including for Children's Services Lead Members and all 40 Chief Executives in the region.

In partnership with the East Midlands Chamber, EMC provides the secretariat for the East Midlands All Party Parliamentary Group (EMAPPG). The EMAPPG is an important platform for local authorities and business sector representatives to engage with parliamentarians and ensure regional priorities are heard in Westminster.

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 Ministry of Housing, Communities and Local Government, 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 Connect and East Midlands Chamber of Commerce.

Continuing Momentum

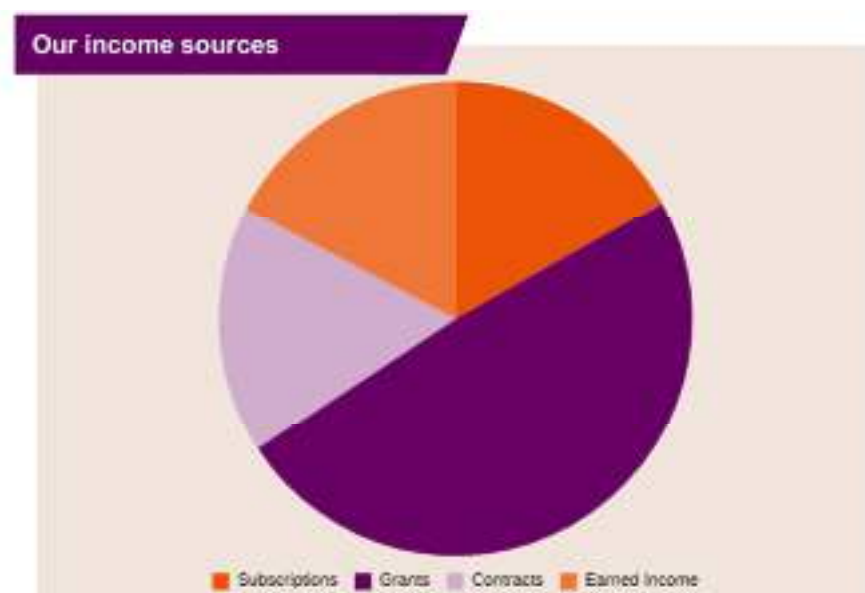
This Business Plan builds on the outcomes highlighted in our last annual report:



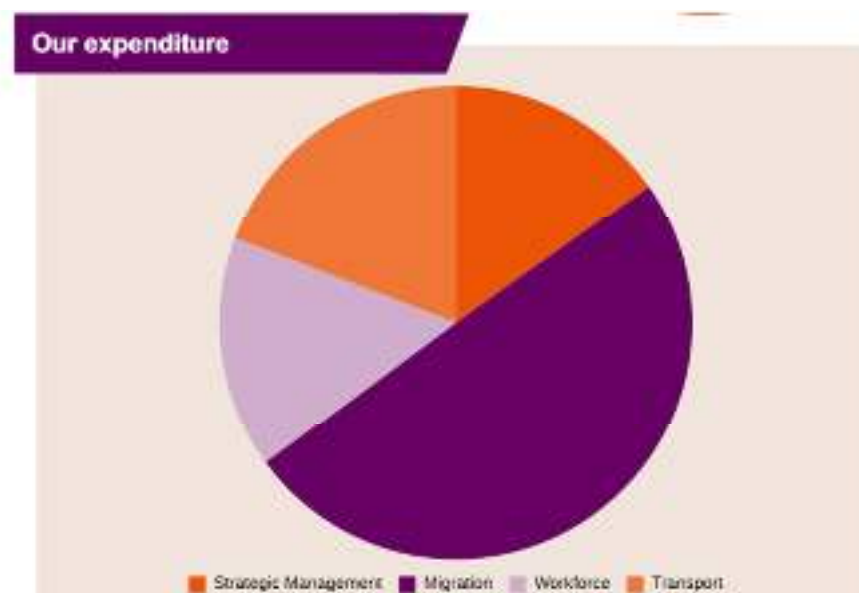
Our Funding

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 2025/26 is £1,741,100 and closely aligns to the objectives of this Business Plan.

Our income comes from the following sources:



Our expenditure is split between our core activities as follows:



A detailed budget for 2025/26 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 Priorities for 2025/26

Proposals for devolution and local government reorganisation, alongside the impact of the spending review, will be a focus for the sector in 2025/26, leading to a period of significant institutional change from 2027 onwards. For EMC, our priority must be to support member councils in readiness for this organisational change. The year will also be one of consolidation where, for example, national programmes still need to be delivered and where EMC should continue to meet member council and government commitments.

Within this context of change and uncertainty, in taking forward our business plan, East Midlands Councils will work across all four of these themes of evidencing, influencing, collaborating, and delivering over the next 12 months in the following ways.

Local Government and Workforce Development	
Evidencing	<ul style="list-style-type: none"> • Providing advice to councils on key workforce issues, including LGR and workforce capacity, 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 with specific reference to the Government's devolution planning and LGR proposals. • Identifying common challenges and solutions to support councils in attracting, developing, and retaining a skilled workforce, building on the roll-out of the national recruitment campaign across the region.
Influencing	<ul style="list-style-type: none"> • 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 forum, social media, and the wider use of EMC website.
Collaborating	<ul style="list-style-type: none"> • 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.

Delivering	<ul style="list-style-type: none"> • Providing a programme of events and continuing professional development programmes to meet the needs of officers and councillors across the region, to include support for new councillors to complement in-house induction programmes. • Providing a free advice service on employment issues, issuing a monthly bulletin, and supporting councils to progress with regional workforce priorities including managing the workforce implications to support the implementation of LGR. • Delivering workforce and learning and development related support to individual councils, to provide additional capacity and expertise in a cost-effective way.
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Strategic Migration Partnership	
Evidencing	<ul style="list-style-type: none"> • 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 employment support to those arriving from Hong Kong with BN(O) status.
Influencing	<ul style="list-style-type: none"> • Lobbying Government for greater levels of funding and provide expertise to support the national review of UASC funding along with the continued 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. • Supporting the identification of appropriate sites to accommodate asylum and refugees within the region.
Collaborating	<ul style="list-style-type: none"> • 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. • Supporting UK Government to implement a Place Based Framework for Asylum and Refugee Resettlement. • Developing a bespoke East Midlands approach to UASC based on regionally agreed priorities, including funding, placement sufficiency, specialist immigration legal advice, and age assessment. • Supporting the delivery of the new Afghan Resettlement Programme through collaboration with central and local government stakeholders.

Delivering	<ul style="list-style-type: none"> • 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 facilitate the transfer of refugees from third countries into settled accommodation. • Delivery of a regional UASC Programme with the aim of increasing the number of UASC specific care placements, implementing a regional approach to age assessments, supporting Local Authorities to address gaps in provision through the regional UASC Strategic Needs Analysis review, and coordinating a novel regional approach to identifying IFA placements for UASC. • Piloting a Migrant Housing Enabler model to support with LA refugee resettlement accommodation pressures.
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Transport & Growth	
Evidencing	<ul style="list-style-type: none"> • Producing regular updates on regional economic performance, housing delivery and investment growth. • 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.
Influencing	<ul style="list-style-type: none"> • 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
Collaborating	<ul style="list-style-type: none"> • Working through Transport for the East Midlands (TfEM) and new 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 prior to the establishment of Great British Railways. • Working through Midlands Connect to ensure that East Midlands priorities are reflected in national investment plans.
Delivering	<ul style="list-style-type: none"> • Publishing a suite of well evidenced Strategic Case documents to support investment in enhanced rail services that have wider socio-economic and environmental benefits. • Promoting the delivery of the TfEM – Midlands Connect Shared Investment Priorities through evidence and collateral. • Holding well attended events and meetings to agree priorities, share best practice and make the case for greater investment in the East Midlands.

Strategic Leadership	
Evidencing	<ul style="list-style-type: none"> • Supporting proposals for institutional change in relation to the Devolution White Paper and LGR, and the provision of analysis of significant economic and social developments which will impact on local government in the East Midlands and on the region more generally. • Support alignment and the coordination of responsibilities with the East Midlands and Greater Lincolnshire County Combined Authorities and responding to the priorities of 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.
Influencing	<ul style="list-style-type: none"> • Effective joint working arrangements with locally based Government Departments such as the Department for Business and Trade, MHCLG, DHSC & UK Health Security Agency and with the Mayoral County Combined Authorities to align responsibilities and work programmes. • Making representations to and engaging with national decision makers on strategic matters and common priorities relating to Local Authorities in the East Midlands, including the impact of flooding and flood risk. • 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 of strategic concern.
Collaborating	<ul style="list-style-type: none"> • 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 devolution and LGR, local government finance, flood risk, health, and adult social care. • Developing and agreeing a collective approach to inform the Midlands Connect 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.
Delivering	<ul style="list-style-type: none"> • Deliver a nationally exemplar programme 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 adding 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.

	<ul style="list-style-type: none"> • Ensure that the East Midlands APPG meets at least three times over the next 12 months and is supported by an agreed work programme.
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Communicating Our Impact

By summer 2025, the region will have in place two Mayoral County Combined Authorities. 2025/26 will be a year of consolidation, as existing policy and programme commitments still need to be delivered, as well as being a period that will see the development of proposals that will fundamentally change the structure, roles, and responsibilities for local government. It therefore remains vital 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.

As such, EMC will continue to 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 communications continue to highlight the priorities of the region, 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.

Measuring Our Impact

The Business Plan is a formal statement of EMC's objectives for 2025/26.

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 2025/26 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 2025.

- 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. This will include support on implementing devolution, the NPPF and LGR.
- 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.

Annex 1: Budget 2025/26

	Actual	Budget	Budget
	2023/24	2024/25	2025-26
	£	£	£
Income			
Subscriptions	285,985	292,100	294,000
Grants - Hong Kong / Ukraine	370,899	365,300	372,300
Contracts - MC - DfT	251,808	317,000	295,000
Grants - Migration	437,623	458,000	480,000
Earned Income	311,739	311,300	301,800
Total	1,658,054	1,743,700	1,743,100
Expenditure			
Staffing	1,094,701	1,309,400	1,381,500
Members Allowances	21,200	25,000	22,000
Premises	24,610	27,000	27,800
Service Level Agreements	16,700	18,500	18,500
Other Direct Costs	487,855	359,000	292,700
Total	1,645,066	1,738,900	1,742,500
Surplus / (Deficit)	12,988	4,800	600

Annex 2: Our Governance

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 Senior Management Team comprises:

Sam Maher - Director of HR and Councillor Development

Andrew Pritchard - Director of Policy & Infrastructure

Stuart Young - Executive Director