



Management Group Meeting

11.00am, Monday 24th November 2025

AGENDA

1. Welcome and Apologies
2. Declarations of Interest
3. Minutes of meeting held on 11th September 2025*
4. Matters Arising
5. Chair's Report * (Cllr Sean Matthews)
6. Budgets and Financial Control * (Cllr Elly Cutkelvin)
7. Performance Management * (Cllr Gale Waller)
8. Corporate Governance * (Cllr Tricia Gilby)
9. Conduct and Standards * (Cllr Jewel Miah)
10. Agenda for Executive Board (10th December 2025)
11. Any Other Business

* Papers attached



**EAST MIDLANDS COUNCILS
MANAGEMENT GROUP MEETING
MINUTES OF THE MEETING HELD ON 11TH SEPTEMBER 2025**

Present: Cllr Elly Cutkelvin (Chair) – Leicester City Council
 Cllr Sean Matthews (Vice-Chair) – Lincolnshire County Council
 Cllr Tricia Gilby (Vice Chair) – Chesterfield Borough Council
 Cllr Jane Yates – Bolsover District Council
 Cllr Jewel Miah – Charnwood Borough Council
 Cllr Ashley Baxter – South Kesteven District Council
 Cllr Gale Waller - Rutland County Council

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

Apologies: Cllr Phil King – Harborough District Council
 Cllr John Doddy – Nottinghamshire County Council

		ACTION
1.	Apologies	
1.1	Apologies were received from Cllr John Doddy & Cllr Phil King.	
2.	Declarations of Interest	
2.1	There were no declarations of interest declared.	
3.	Minutes of the meeting held on 30th May 2025	
3.1	These were confirmed as a true and accurate record.	
4.	Matters Arising	

		ACTION
4.1	Stuart Young confirmed that matters arising in respect of engagement with new administration/leaders and changes to constitution have all been completed.	SY
4.2	In relation to member authorities on notice, Stuart confirmed that Ashfield DC are now back in membership. West Northants are still on notice to leave membership wef April 2026. The Executive Director will have conversations with the new administration and liaise with Reform UK Group Leader as appropriate.	
5.	EMC Management Group Roles and Responsibilities	
5.1	Stuart Young introduced this report and summarised the main roles and responsibilities of this group, and its position within the formal governance of EMC.	
5.2	It was noted that the Management Group is one of the principal lines of accountability for the Executive Director. Management Group has responsibility for oversight of EMC's Business Plan, Budget, KPIs and Performance Management.	
5.3	<u>Lead member responsibilities:</u> <ul style="list-style-type: none"> Management Group Chair is responsible for audit and financial control. Political Leadership role is provided by Chair of EMC. Cllr Jewel Miah has Lead member role for Conduct & Standards Cllr Tricia Gilby has Lead member role for Corporate Governance 	
5.4	Cllr Gale Waller expressed an interest in the lead role for performance management. Members present supported this.	
5.5	Political group leaders were reminded that they can nominate an alternate member to attend on their behalf should they be unavailable for a meeting.	
5.6	Stuart Young highlighted that Management Group meetings are held online. After discussion members agreed these meetings should be offered as hybrid, for those Members that wish to attend in-person.	

		ACTION
5.7	Stuart Young confirmed that both internal and external audits are undertaken annually. There is a provision where the auditor can be invited to meetings should Members feel this is necessary.	
5.8	Steve Charlesworth confirmed the external accounts will be included at the November meeting.	
5.9	<u>Resolution</u> Members of the Management Group: <ul style="list-style-type: none"> ▪ Considered the information presented within the report and agreed respective lead role responsibilities as stated in paragraphs 5.4 & 5.5. 	
6.	Chair's Report	
6.1	Stuart Young highlighted key issues from this report including devolution proposals and combined authorities.	SY
6.2	In relation to Local Government Reorganisation there will be a need for EMC to consider the implications. There is a deadline of November for local authorities to submit their proposals, and an summary report will be brought to a future Management Group meeting.	
6.3	In relation to local government funding reform, a number of significant changes are proposed. Stuart highlighted initial proposals indicate that overall, the East Midlands will be comparably better off than other areas.	
6.4	Regional Investment figures confirms the region continues to be perform poorly and receives disproportionately low levels of investment. Growth, social mobility and productivity continue to suffer as a result.	
6.5	Cllr Jewel Miah emphasised the importance of funding and the risk that the East Midlands might not receive the 6% uplift as anticipated. Cllr Miah proposed that EMC writes to SoS MHCLG and emphasise the need for redistribution of local government funding as currently proposed.	
6.6	It was agreed that that a letter should be drafted for consideration and endorsement of the Executive Board and included with the papers.	SY

		ACTION
6.7	Stuart Young confirmed that either the next Management Group meeting or Executive Board meeting would be an ideal time for the APPG chair to attend a meeting.	SY
6.8	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Considered the issues highlighted within the report and their implications for EMC. ▪ Considered the implications of the PESA public expenditure analysis to inform future work on investment and growth. 	
7.	Budgets and Financial Control	
7.1	Steve Charlesworth introduced this report and highlighted the summary budget report as of 31 st August 2025. These figures only include actuals.	
7.2	Steve updated members on each line of the budget and explained any anomalies.	
7.3	Earned income was lower than expected at the end of August but is now on target due to a number of projects recently completed.	
7.4	There are 2 new grants to be included in the budget figures once these have been agreed. However, there will be a corresponding increase in expenditure, so there will remain a balanced figure at year-end.	
7.5	The statement of accounts for 2024/25 will be presented in November.	
7.6	Stuart Young highlighted additional grant income and staff costs being allocated against these grants. He stated that caution should be exercised in relation to external grants and vulnerability of these due to sustainability concerns.	
7.7	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Noted the actual financial position for the period to the end of August 2025 and the associated forecast outturn to 31st March 2026. 	

		ACTION
8.	Performance Management	
8.1	Stuart Young introduced this report and confirmed that performance against the business plan KPIs remain broadly on track.	SY
8.2	Stuart highlighted 2 issues – member attendance and member development. There are no immediate concerns, however he feels there will be a better idea of numbers towards the end of quarter 3 and will update Members further.	
8.3	Cllr Gale Waller stated that it is pleasing we are on target in all areas and praised the work of officers.	
8.4	Cllr Cutkelvin asked what members are accessing Member development and asked that this is reported back to council leads. It was also suggested that it would be useful to understand which councils are accessing officer development programmes.	
8.5	Stuart Young confirmed that events are highlighted in the weekly policy brief which is sent to all councillors. There are also targeted emails sent to Democratic Services in relation to various events.	
8.6	<u>Resolution</u> Members of the Management Group: <ul style="list-style-type: none"> Considered progress made by EMC in delivering against its agreed Business Plan 2025/26. 	
9.	Corporate Governance	
9.1	Stuart Young introduced this report and highlighted the main elements of this report.	
9.2	Stuart highlighted the risk register which summarises the principal risks that EMC manages. These are regularly reviewed by management team.	
9.3	There are no particular risks that currently require immediate attention.	

		ACTION
9.4	Internal audit commenced at the beginning of summer and concluded with an opinion of 'moderate assurance'. There are medium level recommendations with no significant concerns. All matters have been addressed.	
9.5	Stuart highlighted EMC's tendering process and an Exemption to Tender in relation to Home Office grant that has to be spent by end-March 2026. Local authorities and other partner organisations have been approached to support in the delivery of this project.	
9.6	Members supported the decision-making in relation to this exemption.	
9.7	<u>Resolution</u> Members of the Management Group: <ul style="list-style-type: none"> ▪ Noted the summary position on organisational risk management. ▪ Considered the final report and recommendations of the internal audit report and the response of management team. ▪ Noted the exemption to tender, as detailed in the report. 	
10.	Conduct and Standards	
10.1	Cllr Jewel Miah introduced this report and confirmed there are no issues to highlight.	
10.2	<u>Resolution</u> Members of the Management Group noted the contents of the report.	
11.	EMC Executive Board – 24th September 2025	
11.1	Members discussed and agreed the agenda for the forthcoming Executive Board meeting on 24 th September 2025. The following reports will be included in the papers: <ul style="list-style-type: none"> ▪ Board Reports. ▪ LGA Chair attending. Members agreed to highlight finance & LGR. ▪ NESO colleagues attending to update Board members on future energy needs and the impact to the region. 	

Item 3

		ACTION
12.	Any Other Business	
12.1	None.	



Management Group
24th November 2025

Chair's Report

Cllr Sean Matthews

Summary

The following report provides a summary information on recent developments relating to proposed Local Government Reorganisation and future governance arrangements, devolution and Local Government Funding Reform.

Recommendation

Members of Management Group are invited to:

- Consider the issues paper on future governance for comment and advice, as attached as Appendix 5(b), and agree next steps.
- Consider the developments relating to devolution and local government funding reform.

1. Local Government Reorganisation

- 1.1 The deadline for local authorities in the East Midlands to submit their full proposals for Local Government Reorganisation (LGR) is 28th November 2025.
- 1.2 While exact configuration is not yet confirmed, it is likely that there will be 2 unitaries in Derby and Derbyshire, 2 in Nottingham and Nottinghamshire, 2/3 in Leicester and Leicestershire and 2/3 in Lincolnshire. With the 2 unitaries remaining in Northants, it means there will likely be 10/12 local authorities in the region post-LGR.
- 1.3 Members previously requested information on the LGR process and related timetable. A summary note is thus provided and attached as Appendix 5(a).

Local Government-led Governance

- 1.4 The implications of LGR are far reaching, and as one of the most two-tier regions nationally, will have a significant impact on the East Midlands. It will also impact upon EMC as an organisation, in terms of the work we do, our partnership and resource base.
- 1.5 Once the new local government and devolution arrangements are in place, is strategic authorities are to be the sole mechanism for local government collective work, then the architecture will be complete in that regard. However, if councils have an expectation that future unitary arrangements would benefit from a partnership structure to support collective work separate from the combined authority construct, then this is a matter for local authorities to consider and agree, including on its form, its function and associated timings.
- 1.6 In consideration of the Government's stated timetable, EMC is now working within an 18-month timeframe with related budgetary assumptions and an expectation that shadow unitary authorities are established in April 2027. Future governance arrangements that relate to EMC will therefore need to be confirmed by end-2026/27.
- 1.7 Members have considered these matters, both within Board meetings and the AGM, with a commitment that these matters will be considered with member councils over the course of 2025/26 once the LGR proposition becomes clearer. However, conscious of timescales, with decisions on LGR not likely until the summer 2026, Management Group directed that initial issues paper be brought to its November meeting.

1.8 The purpose of the draft issues paper is to summarise the timings, scope and implications of LGR and devolution, and related issues for future arrangements of any regional partnership body that sits within the new structure for local government in the East Midlands.

1.9 The paper attached as Appendix 5(b), is presented for Member consideration, comment and advice, and explores the principles and illustrative options that may be considered when determining the future shape and resource implications of regional partnership arrangements, if any. It does not seek to propose or confirm the way forward but seeks Member advice on the way forward and in the determination of these matters.

2. Devolution – The English Devolution and Community Empowerment Bill

2.1 The English Devolution and Community Empowerment Bill sets out how Government intends to deliver on its promised ‘devolution revolution’ over the course of this Parliament. Headlines include plans to extend devolution to all parts of England, additional powers and funding flexibility for mayors, and the replacement of two-tier local government with unitary authorities.

2.2 The Bill remains in the early stages of the legislative process having completed its Committee Stage and currently at Report Stage.

2.3 The Bill establishes the proposed role of Strategic Authorities that will have a statutory basis, with the following levels:

- a) Foundation Strategic Authorities: these include non-mayoral Combined Authorities and Combined County Authorities automatically, and (in ‘exceptional circumstances’) any Local Authority designated as a Strategic Authority without a Mayor.
- b) Mayoral Strategic Authorities: the Greater London Authority, all Mayoral Combined Authorities and all Mayoral Combined County Authorities will automatically begin as Mayoral Strategic Authorities.
- c) Established Mayoral Strategic Authorities: for those Mayoral Strategic Authorities that meet specified eligibility criteria, and a status that will unlock further devolution, most notably an Integrated Settlement.

2.4 The Bill clarifies the principles it will use to decide upon the geography for future devolution agreements: scale (with a preference for more than 1.5m people), economic geography, alignment to public service footprints and local identity.

- 2.5 It has also introduced a ‘Ministerial directive’ to compel areas to establish strategic authorities if they are unable to agree – or to prevent small devolution ‘islands’ being left out of the process.

New Powers for Combined Authorities

- 2.6 Substantial new powers were announced in relation to spatial development and planning. All areas will be required to develop Spatial Development Strategies over a strategic geography including the apportionment of housing targets across local areas. In Mayoral Strategic Authorities, Mayors will be empowered to develop and propose the Spatial Development Strategy for their areas, working closely with Strategic Authority members.
- 2.7 Mayors will also be granted call-in powers, allowing them to override local planning decisions in some circumstances.
- 2.8 The Bill also confirms additional control over employment support and plans for new innovation funding for combined authorities with the role of mayors expanded in areas such as health, energy and net zero.
- 2.9 The Bill announced proposals for how combined authorities take key decisions including for mayors to be able to exercise their functions with simple majority support from other local leaders ‘wherever possible’. This is perhaps intended to make it easier to implement spatial development, transport and investment strategies, where many existing current arrangements would require unanimous or two-thirds approval of combined authority boards.
- 2.10 It was recently announced that Mayors outside of London will be given greater influence over the Government's affordable housing programme. Mayors, working jointly with Homes England, will be able to prioritise indicative spending of £7bn and shape how affordable housing money will be spent in their regions, detailing the types of homes that get built and sites that will be prioritised for construction.
- 2.11 Established’ Mayoral Strategic Authorities will be granted single-pot ‘integrated settlements’ that can be allocated flexibly in line with local preferences. As not all places will be ready to take on this level of responsibility, less advanced Mayoral Strategic Authorities will get separate consolidated funding pots covering local growth, place, housing, and regeneration, non-apprenticeship adult skills and transport following the next spending review.

3. Local Government Funding Reform

- 3.1 The Government propose to change the way total funding for local authorities is distributed, aiming to make it fairer and simpler.
- 3.2 On 20th June 2025, the Government published a consultation ‘The Fair Funding Review 2.0’. This consultation proposed significant changes to the grant funding system for English Local Government, which aim to simplify how central funding is distributed to local authorities and ensure funding is more based upon need. These changes are expected to take effect on 1st April 2026, for the 2026/27 financial year and funding allocations will be phased in over 3 years (2006 to 2009).
- 3.3 Under the new system, local government funding is expected to be distributed according to:
- An assessment of relative need (based on numerous social indicators).
 - Costs adjustment, taking into account variations in the costs of providing services.
 - A resource assessment, taking into account each council’s capacity to raise council tax.
 - The system will also change how business rates revenue is redistributed between councils.
- 3.4 As a result, central government funding for some councils will increase, and for others it will decrease. Proposals suggest that funding is set to increase most for councils in the East Midlands and Yorkshire & the Humber (albeit there will be significant winners & losers), likely as a result of both regions having more properties in lower tax bands (and so gaining from equalisation) and benefiting from updates to spending needs assessments.
- 3.5 The cash-terms changes in funding compared with current financial year (2025-26) resulting from proposed reforms, by region, were understood to be:
- | | | | |
|----------------|-----|---------------|-----|
| North East | +2% | West Midlands | +3% |
| North West | +1% | East | +1% |
| Yorks & Humber | +4% | South East | -2% |
| East Midlands | +6% | South West | -1% |
- 3.6 Areas that are set to be the biggest winners from the reforms are likely to be those with relatively high population densities in urban unitary authorities and benefitting from equalisation, e.g. Derby, Lincoln, Nottingham and Mansfield.

- 3.7 The biggest losers are set to be district councils that will see their business rates revenue redistributed or losing out as a result from equalisation. It is our understanding that this impacts particularly upon North West Leicestershire, Harborough, Rushcliffe, South Derbyshire.
- 3.8 However, Members noted that it was far from confirmed and directed that EMC writes to the MHCLG Secretary of State supporting the proposed formula. This letter, and the response from Government, are attached as Appendix 5(c) and 5(d) respectively.
- 3.9 It is noted that the Housing, Communities and Local Government Select Committee and London Councils have argued (with likely success) for housing costs to be included in measures of deprivation as part of the fair funding review.
- 3.10 Any updated formula that increases the impact of housing costs would likely risk funding being redirected away from the Midlands and the North and towards more affluent areas in London and the South, with a concern that councils in London will benefit at the expense of other areas with high needs and allow London councils to continue to set very low council tax levels, and so effectively subsidising low bills for London residents.
- 3.11 It is understood that likely changes in the formula have delayed the MHCLG's annual local government finance policy statement.

4. Recommendation

Members of Management Group are invited to:

- 4.1 Consider the issues paper on future governance for comment and advice, as attached as Appendix 5(b), and agree next steps.
- 4.2 Consider the developments relating to devolution and local government funding reform.

Cllr Sean Matthews
Chair
East Midlands Councils

Summary of Local Government Reorganisation: Process and Timetable

The Local Government and Public Involvement in Health Act 2007 (the 2007 Act) provides the statutory framework and process for LGR.

Process

1. Stage one: Inviting unitary proposals. Invitations went to the 21 two-tier areas and their neighbouring small unitary authorities and included statutory guidance, specifying criteria for establishing new unitary authorities and matters that should be considered. Councils must have regard to the criteria and guidance, including the specified deadline for proposals.
2. Stage two: Submission of formal unitary proposals. Each council can only make one formal proposal for unitary local government, and a proposal can either be submitted individually by a council or jointly with other councils that were invited. The Secretary of State can decide to take forward proposals that are submitted by areas with or without modification. If councils within an area cannot agree on a single proposal and want to submit separate proposals, the Government's stated preference was they be supported by a shared evidence base.
3. Stage three: Statutory consultation. The government will carry out a statutory consultation including first consulting any council affected that has not submitted the proposal, as well as any other persons considered appropriate, before a proposal can be implemented.
4. Stage four: Decision to implement a proposal. Once a statutory consultation is concluded, Ministers will decide, subject to Parliamentary approval, which, if any, proposal is to be implemented, with or without modification. In taking these decisions, Ministers will judge proposals in the round against the criteria, having regard to all the representations that were received, including the consultation responses, and any other relevant information available to Ministers.
5. Stage five: Making secondary legislation – the Structural Changes Order (SCO). Once a decision is taken on which proposal to implement, the Department will prepare the necessary legislation (the SCO) for Parliamentary approval. The SCO establishes the new single tier of local government in the relevant area and makes provision to abolish the predecessor councils. It will replace any currently planned elections with new elections for the new councils with appropriate wards/divisions for these new elections, amend the terms of office of current councillors as required, and give any preparatory functions needed. This means, for example, any councillors elected in local elections in May 2026 will be elected for a normal term but, if the council is abolished during that term through the reorganisation process, their terms would be reduced.

- a) The Order: will specify arrangements for the first elections for the new unitary council/s, councillor numbers, the functions the new council has in the transition period and establish suitable governance arrangements for the transition period before new councils go live, by giving powers to the relevant executive or joint committee overseeing the transition.
 - b) Elections: Typically, the first elections to new unitary councils take place on electoral arrangements specified in the SCO, and which are built using a mixture of existing wards, divisions or, in some cases, parishes. The names of wards/divisions and the numbers of councillors to be elected are also specified in the legislation. A councillor can stand in elections for the new unitary authority at the same time as serving their term in the existing council. If elected to the new unitary council, this will be for a new term as set out in the SCO. They can simultaneously serve out the remainder of their term as a councillor for the existing local authority until such time as the existing local authority is abolished – this may be a reduced term, or in some cases their term may be extended to provide for the transition.
 - c) Transition period arrangements: The SCO will specify the governance arrangements for the new unitary councils in the transition period i.e. what sort of transition body will be in place during the transition period until predecessor councils are abolished and new unitary councils go live.
6. Stage six: Transition period. Once the SCO has been made, the existing councils carry on delivering services and fulfilling their duties until vesting day, while preparing to transfer all assets, functions and staff on vesting day when the predecessor councils are dissolved and the new unitary authority takes on the legal duties and powers for providing local government to the area. The relevant transition body will focus on getting ready for the go-live day for the new unitary authority and will be responsible for taking any decisions relating to the preparation for new unitary authority to be safe and legal on day one. MHCLG will require an Implementation Plan from the relevant transition body, which will set out what steps and decisions the body needs to take in order for the new unitary council to be ready for vesting day.

Key implementation issues likely to be included in the Implementation Plan include council tax harmonisation and preparing for the aggregation (and potentially disaggregation) of services.

7. Stage seven: New unitary authority goes live, called vesting day. While preparatory work may start with the development of proposals and continue through the process, a minimum of around a year is allowed to enable safe and legal transfer of key services from the point the legislation is made, to when the new unitary council/s goes live. Government is aiming for new authorities to go live on 1st April 2027 (for Surrey) and 1st April 2028 (for other areas) depending on the proposals received.

Timetable

8. Note, Government has stated a number of caveats, including that the timetable is subject to a number of external factors and that they would like to move to new structures ‘as soon as practicable’.
9. For areas not included within the Devolution Priority Programme (i.e., the East Midlands), it is anticipated that the final proposals are submitted at the end of November 2025, a consultation could be launched in the New Year, but it would likely close after the local elections in May.
10. Following this, decisions on which proposal to implement could be announced before the summer recess. Secondary legislation would then be prepared, to be laid in the House after the summer recess. The legislation could then be made, subject to Parliamentary approval. This would allow for elections to the new unitary authorities on 6th May 2027. The new authorities would then go live on 1st April 2028.

1st October 2025

Rt Hon Steve Reed OBE MP
Secretary of State for Housing, Communities and Local Government
House of Commons
London
SW1A 0AA

Dear Secretary of State

As Chair and Vice Chairs of East Midlands Councils, the membership body for all councils in the region, we write in relation to the outcome of the Government's proposed funding reforms, as part of the Fair Funding Review 2.0.

Councils welcome the commitment from Government to target money to where it is most needed and are supportive of the objective of the fair funding review to make the system fairer and simpler, to better reflect relative need and other factors including accessibility and the costs of providing local services.

It is inevitable that any review of the redistribution of local government funding will see some winners, and some losers. Here in the East Midlands, there are a number of councils that may be adversely affected, and we emphasise the need for Government to review mitigation measures for those most affected.

However, it is positive to note that in cash terms, initial indications highlight that the proposed reforms are set to benefit councils in the East Midlands to a greater extent than other regions. This support for the region is long-overdue.

As we await the outcome of the consultation and the final settlement, we commend Ministers to press on with a genuine reform in the distribution of local government funding. Of course, we remain mindful that other areas that have been more generously resourced in the past may now push back against these reforms in urging Government to reconsider key elements of its plans, but we believe their position ignores the long-standing failure to equalise the system properly and the historical under-funding of councils and communities in the East Midlands.

The Public Expenditure Statistical Analysis published annually by HM Treasury (2025) confirms the longstanding historical underfunding of the region and provides irrefutable evidence of the on-going low levels of public investment. Council Leaders and our MPs have previously written to the Chancellor highlighting our concerns. It is within the context of historic underfunding that we have the opportunity to now address this imbalance by implementing the proposed redistribution of funding.



We look forward to your assurances on these matters and the final outcome of the fair funding review.

Yours sincerely



Cllr Sean Matthews
Chair, East Midlands Councils
Leader, Lincolnshire County Council



Cllr Elly Cutkelvin
Vice-Chair, East Midlands Councils
Deputy Mayor, Leicester City Council



Cllr Tricia Gilby
Vice-Chair, East Midlands Councils
Leader, Chesterfield Borough Council



**Ministry of Housing,
Communities &
Local Government**

Alison McGovern MP

*Minister of State for Local Government and
Homelessness*

2 Marsham Street
London
SW1P 4DF

Our reference: MC2025/27676

Cllr Sean Matthews
Chair, East Midlands Council
Leader, Lincolnshire County Council

Cllr Elly Cutkelvin
Vice-Chair, East Midlands Councils
Deputy Mayor, Leicester City Council

Cllr Tricia Gilby
Vice-Chair, East Midlands Councils
Leader, Chesterfield Borough Council

9 October 2025

Dear Cllr Matthews, Cllr Cutkelvin and Cllr Gilby,

Thank you for your letter of 1 October addressed to the Secretary of State, the Rt Hon Steve Reed OBE MP, and for taking the time to read the Fair Funding Review 2.0 consultation, as well as share your views. I am replying as the Minister responsible for this policy area.

We have ensured that your views have been captured as part of the consultation process. I really appreciate your engagement with this process.

The current, outdated way in which local authorities are funded has left some places behind – this is not fair. The previous government themselves understood this in their ‘Fair Funding Review’ but they did not deliver. The Government will make good on this commitment and introduce improvements – which the public, sector and Parliament has long called for - for the first time since 2013. By redirecting around £2 billion of existing funding to the places and communities that need it most, we will enable councils to reliably deliver for their residents.

These changes will not fix the challenges facing local government overnight. Tough decisions are required on all sides but these proposals are a fundamental step to improving the sustainability of the sector in the years to come and will allow councils to focus on service delivery and transformation.

As you know, we have consulted openly on our proposals for funding reforms, inviting views and supporting evidence from the public, sector, and other stakeholders which we will take into consideration. The Government will publish a response to the consultation in the Autumn, which will be followed by the publication of the provisional multi-year Settlement.

Thank you again for writing on this important matter.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Alison', with a stylized, flowing script.

ALISON MCGOVERN MP

Minister of State for Local Government and Homelessness



Management Group

24th November 2025

Lead Member Report

Budget and Finance Control

Budget Monitoring Report Period - April 2025 to October 2025

Summary

This report presents the accounts for the period April 2025 to October 2025.

This is the third set of management accounts presented to Management Group for the financial year 2025/26 continuing the format covering the main budget heads, specifically: Core Services, Contracts and Grants, Consultancy, Member Learning and Development, Fee Paying Events and Services.

Recommendation

Members of the Management Group are invited to note the actual financial position for the period to the end of October 2025 and the associated forecast outturn to 31st March 2026.

1. Key Points

- 1.1 The budget surplus of £600 was set for 2025/26. The forecast for March 2026 remains at a surplus of £600.
- 1.2 Since the budget was set in March 2025 the Home Office (HO) and Ministry for Housing, Communities and Local Government (MHCLG) have awarded to EMC 2 additional migration related grants for delivery and spend within this financial year. The HO grant (£108,500) relates to mental health service provision and the MHCLG grant (£247,414) relates to English as a Second or Other Language, (ESOL). Both grants have both been approved by the sponsoring Government department and are now included in the budget figures. There is no impact on the projected surplus forecast in paragraph 1.1, above.
- 1.3 The longer-term resilience and sustainability remain uncertain as the Midlands Connect contracted income is only secured on an annual basis. There is significant doubt that the Midlands Connect Grant will continue at its present level or may not continue at all beyond March 2026. While there is on-going commitment to fund asylum and refugee resettlement, and longer terms arrangements are being discussed, current Home Office and MHCLG grants are only confirmed to March 2026. This remains a risk.
- 1.4 This report, and appendices, highlights the current financial position at a summary level and for each of the cost centres, together with an end of year forecast. Actuals to the end of October include only 'banked' or 'committed' spending and/or additional income invoiced at this time, while Staff costs are up to, and include the October payroll figures.

2. Financial Report Period Ending October 2025

- 2.1 The financial statements, attached as Item 7, appendix (a)–(f), detail the financial position for the period up to the end of October 2025. It also provides a forecast for the outturn as of 31st March 2026.
- 2.2 The staffing budgets and charges are allocated to each cost centre based on the estimated time spent by staff on each activity.

- 2.3 Corporate staff, those not working on specific grant funded projects, and other corporate costs are allocated on an agreed percentage basis across all 5 key areas of work. The corporate staff costs have been assimilated into the staffing costs for each cost centre together with the other corporate costs (rent, service level agreements, etc.) and are shown as overhead costs across all cost centres.

3. Staffing

- 3.1 The staffing budget now stands at £1,447,500 which includes any associated incremental payments and annual pay award which was effective from April 2025.

4. Income

- 4.1 Income to East Midlands Councils is split between:
- Membership Subscriptions.
 - Grants and Contracts. Asylum and Resettlement Grants include UASC, and ESOL (Home Office funded), and the Hong Kong British National Overseas, Homes for Ukraine, Afghanistan Resettlement Programme grants now combined within a single MHCLG grant. Transport grants include Midlands Connect and the DFT-funded Rail Collaboration Project, both of which are secured through contracts. There are other short term schemes which are funded with a mix of Government and Local Authority contributions (these are detailed in paragraph 7.3).
 - Earned Income, which consists of a mix of consultancy work, services, fees, events and courses provided to member authorities, together with Bank Interest.
- 4.2 Membership Subscriptions budget includes that for all 40 councils in membership, including West Northants Council that has submitted notice to withdraw from membership wef 31st March 2026.

5. Direct Costs

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

6. Corporate Costs

- 6.1 These costs include premises rent; computer and office equipment; service level agreements; external/pension valuation costs; publicity/website costs; telephone, stationery, printing and materials.
- 6.2 The costs of these are initially charged in full to the Core Funds cost centre and then apportioned across all cost centres as overhead costs, though the largest proportion is retained within core services.
- 6.3 The allocation of corporate costs charged as overheads to cost centres totals £82,300 which is slightly more than last year.

7. Rechargeable Items

- 7.1 In addition to all costs and income associated with the five cost centres, there are currently a number of multi-year projects that have either started, or are in the process of being set up, where EMC acts as a conduit to manage the funding provided to the region for the delivery of agreed projects and programmes. The financing and spending for these activities are not shown in the attached appendices.
- 7.2 The current rechargeable projects are: UASC Placements and Capacity Programme; Regional Immigration Support (previously known as the UASC Regional Fund); Rail Collaboration Project; Regional Strategic Needs Analysis; the East Midlands DfE RIIA Funding Bid; and, previous years' grant for English as a Secondary or Other Language (ESOL).
- 7.3 The current position for each of these is shown below:

a) UASC Joint Programmes	£
Balance b/fwd. from 2024/25	89,623
Income Received in 2025/26	<u>43,312</u>
	132,935
Payments made in 2025/26	<u>95,565</u>
Balance currently held	<u>37,370</u>
 b) ESOL (Previous Balances)	 £
Balance b/fwd. from 2024/25	32,358
Payments made in 2025/26	<u>0</u>
Balance currently held	<u>32,358</u>

c) Immigration Legal Advice Project	£
Balance b/fwd. from 2024/25	42,965
Income Rec'd in 2025/26	<u>89,220</u>
	132,185
Payments made in 2025/26	<u>64,863</u>
Balance currently held	<u>67,322</u>
 d) Rail Collaboration Programme	 £
Balance b/fwd. from 2024/25	154,588
Grant received in 2025/26	<u>178,172</u>
	332,760
Payments made in 2025/26	<u>78,139</u>
Balance currently held	<u>254,621</u>

- 7.4 The funding from these projects, currently £391,671, is held by Nottingham City Council in the same way as all EMC funding is managed and interest earned on the sums held is credited to EMC at the end of the financial year. The balance held at the end of 2023/24 was carried forward into this year's accounts and any remaining balances at the end of this year will be treated as Receipts in Advance and will be carried forward to 2026-27.

8. Reserves and Liabilities

- 8.1 At the beginning of the financial year 2025/26 the level of 'useable reserves' was £598,400, which is allocated to fund various purposes as listed below:
- £393,000 to an earmarked reserve for staffing liabilities (except pension liabilities).
 - £36,000 to an earmarked reserve for renewals.
 - £33,000 to an earmarked reserve for the Local Government Re-Structuring implications.
 - £136,400 to an unallocated reserve to manage unforeseen financial events.
- 8.2 All these reserves are invested on EMC's behalf by our accountable body in accordance with their investment policies which means that any interest being earned by our reserves is allocated back to EMC at the end of the financial year. Reserves, and cash held, currently earn around 1% below Bank of England base rate annually (which is presently 4%) and are easily accessible.

9. Summary

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

- a) The Earned Income budget (£301,800) includes all forms of income except Subscriptions, Grants and Contracts, Secondments and Sponsorship and is derived essentially from courses, events and consultancy opportunities created by EMC staff. It is therefore vulnerable to the demands and capacity of the sector. The budget has been constant for a number of years and remains at a level set when EMC was a larger organisation. Achieving actual income to the level of the budget has always proved difficult, and so achieving the budget will again be challenging.
- b) Expenditure budgets (totalling £2,097,900) are monitored closely. Staffing costs (Budget £1,447,500), which account for just over 69% of the total expenditure, are set and manageable which just leaves £650,400 as Other Expenditure and though some of this is variable, variances are picked up quickly.
- c) Grants and Contracts (Budget £1,502,700) are secure for the current year.

9.2 Management Team are confident that this year's predicted financial outturn will be achieved.

10. Recommendation

10.1 Members of the Management Group are invited to note the actual financial position for the period to October 2025 and the associated forecast outturn to 31st March 2026.

Cllr Elly Cutkelvin
Vice Chair
East Midlands Councils

EMC	Approved Budget 2025/26	Profile to Forecast 2025/26	Actual to October 2025	Forecast to March 2026	Variance
	£	£	£	£	£
Income					
Subscriptions	294,000	269,500	286,408	294,000	0
Grants – Home Office	588,000	141,750	106,750	588,000	0
Grants – MHCLG	619,700	330,105	330,105	619,700	0
Contracts – MC / DfT	295,000	230,538	230,538	295,000	0
Earned Income	301,800	171,875	188,025	301,800	0
Total	2,098,500	1,143,768	1,141,826	2,098,500	0
Expenditure					
Staffing	1,447,500	844,375	830,767	1,447,500	0
Members Allowances	22,000	12,833	11,047	22,000	0
Premises	27,800	16,217	15,645	27,800	0
Service Level Agreement	18,500	0	0	18,500	0
Other Direct Costs	582,100	339,558	317,707	582,100	0
Overhead Costs	82,300	48,008	48,008	82,300	0
Recharges	-82,300	-48,008	-48,008	-82,300	0
Total	2,097,900	1,212,983	1,175,166	2,097,900	0
Surplus/-Deficit	600	-69,215	-33,340	600	0

Summary Position to the end October 2025:

The financial position to the end of October shows a spend and income level which is likely to result in a surplus of £600 for the financial year.

The “Actual” column includes actual spend and income to the end of October 2025, including staffing costs.

Staffing costs are currently underspending against budget. The Staffing costs position overall is that spend will be in line with budget before the end of the financial year.

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

The Rail Collaboration Scheme for the current year have been paid up front. The Home Office and MHCLG Migration related grants are paid over the course of the year and the first payments from each department has been. New Grants have yet to be paid.

Corporate and Core Services	Approved Budget 2025/26	Profile to Forecast 2025/26	Actual to August 2025		Forecast to March 2026	Variance
	£	£	£		£	£
Income						
Subscriptions	294,000	269,500	286,408		294,000	0
Interest	28,000	0	0		28,000	0
Total	322,000	269,500	286,408		322,000	0
Expenditure						
Staffing	219,500	128,042	130,642		219,500	0
Members Allowances	22,000	12,833	11,047		22,000	0
Premises	27,800	16,217	15,645		27,800	0
Service Level Agreements	18,500	0	0		18,500	0
Other Direct Costs	45,600	26,600	26,114		45,600	0
Overhead Costs	13,100	7,642	7,642		13,100	0
Recharged to Cost Centres	-82,300	-48,008	-48,008		-82,300	0
Total	264,200	143,325	143,081		264,200	0
Surplus/-Deficit	57,800	126,175	143,327		57,800	0

Position to the end of October 2025:

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

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

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

Contracts & Grants	Approved Budget 2025/26	Profile to Forecast 2025/26	Actual to October 2025	Forecast to March 2026	Variance
	£	£	£	£	£
Income					
Grants – Home Office	588,000	141,700	106,750	588,000	0
Grants – MHCLG	619,700	330,105	330,105	619,700	0
Contracts – MC/DfT	295,000	230,538	230,538	295,000	0
Total	1,502,700	702,393	667,393	1,502,700	0
Expenditure					
Staffing	1,057,600	616,933	603,358	1,057,600	0
Direct costs	447,400	260,983	225,766	447,400	0
Overhead costs	51,500	30,042	30,042	51,500	0
Total	1,556,500	907,958	859,166	1,556,500	0
Surplus/-Deficit	-53,800	-205,565	-191,773	-53,800	0

Position to October 2025:

Migration Related Grants

Home Office grant has remained at £393,000 in the current year and the extension of the variable grant of £68,000, which remains included in these figures. A new grant for Mental Health has been agreed at £108,500 for one year only.

The MHCLG Hong Kong Grant and the Ukraine Grant has combined together with an Afghanistan Grant from 1st August, totalling £296,107 for the period August 2025 to March 2026. A further grant for English as a Secondary or Other Language of £247,414 for the same period has also just been agreed. There will be no impact on the projected surplus and has now been included in the budget figures as Grant Income, offset by Staffing and Direct Expenditure.

Transport Contracts

An increase to the Rail Franchise Project has been agreed at £129,500 and added to this is an assumption of £115,500 spend from associated contributions from local authorities which now totals £245,000.

Other transport related work totals £50,000 is funded by Midlands Connect directly.

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

Member Development	Approved Budget 2025/26	Profiled Budget 2025/26	Actual to October 2025		Forecast to March 2026	Variance
	£	£	£		£	£
Income						
Development	6,000	3,500	3,275		6,000	0
Total	6,000	3,500	3,275		6,000	0
Expenditure						
Staffing	18,600	10,850	9,850		18,600	0
Direct costs	2,800	1,633	2,098		2,800	0
Overhead costs	3,900	2,275	2,275		3,900	0
Total	25,300	14,758	14,223		25,300	0
Surplus/-Deficit	-19,300	-11,258	-10,948		-19,300	0

Position to the end of October 2025

This cost centre has been particularly badly hit by the impacts of the pandemic with the nature of courses changing. Income is below the profiled sum as it includes additional training for new Councillors.

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

Consultancy	Approved Budget 2025/26	Profiled Budget 2025/26	Actual to October 2025		Forecast to March 2026	Variance
	£	£	£		£	£
Income						
Earned Income	129,900	64,950	83,163		129,900	0
Total	129,900	64,950	83,163		129,900	0
Expenditure						
Staffing	94,300	55,008	54,861		94,300	0
Direct costs	26,000	15,167	25,350		26,000	0
Overhead costs	6,300	3,675	3,675		6,300	0
Total	126,600	73,850	83,886		126,600	0
Surplus/- Deficit	3,300	-8,900	-723		3,300	0

Position to the end of October 2025:

Consultancy income is higher than budget profile at present but is expected to be in line with the Budget by the end of the year.

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

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

Fee Paying Events/Services	Approved Budget 2025/26	Forecast Profile 2025/26	Actual to October 2025		Forecast to March 2026	Variance
	£	£	£		£	£
Income						
Earned Income	137,900	103,425	101,587		137,900	0
Total	137,900	103,425	101,587		137,900	0
Expenditure						
Staffing	57,500	33,542	32,056		57,500	0
Direct costs	60,300	35,175	38,379		60,300	0
Overhead costs	7,500	4,375	4,375		7,500	0
Total	125,300	73,092	74,810		125,300	0
Surplus/-Deficit	12,600	30,333	26,771		12,600	0

Position to October 2025:

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

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

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



Management Group

24th November 2025

Lead Member Report

Performance Management

Key Performance Indicators 2025/26 against Business Plan

Summary

This report updates Members of the Management Group on progress made by EMC in delivering against agreed priorities included with its Business Plan 2025/26.

Recommendations

Members of the Management Group are invited to consider progress made by EMC in delivering against its agreed Business Plan 2025/26.

1. Introduction

- 1.1 The Management Group, as agreed in its terms of reference, has responsibility for performance management specifically, 'to ensure that non-financial performance is properly monitored and to review EMC progress in delivering its annual key performance indicators and report appropriately to the Executive Board'.
- 1.2 The Business Plan is a formal statement of EMC's objectives for 2025/26. The Business Plan was developed in consultation with Members and agreed by Executive Board at its meeting in March 2025 and, for Member reference, is attached as Appendix 7(a).
- 1.3 The agreed KPIs for 2025/26 measure progress against the business plan and reflect EMC's four themes: **evidencing, influencing, collaborating and delivering**. The KPIs and supporting information is attached as Appendix 7(b).

2. Summary of Performance against Business Plan

- 2.1 Performance is measured against these KPIs over the period Q1-Q3, 2025/26.
- 2.2 There has been strong performance against the range of priority activities identified in the agreed work programme, new programme funding has been secured, and existing grant commitments met. Risks do remain, however, and particular focus remains meeting the 'stretch targets' for participation in both officer and member development programmes, and that West Northamptonshire Council remains on otive to leave membership wef 31st March 2025.

KPI 1 – Evidencing proposals for change and improvement.

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

✓ **Completed**

- d) To provide benchmarking information and sharing of data and practice to inform decision-making and improvement.

✓ **On Target**

KPI 2 – Influencing national decisions and decisions makers.

- a) Establish an effective relationship and joint approach between councillors, combined authority mayor(s) and MPs through:

- Holding at least 3 joint events and/or summits.
- The agreement of joint priorities as the basis for collective work.

✓ **On Target**

- b) Develop a portfolio of agreed policy positions on issues as identified in the Business Plan including:

- Review asylum contingency and dispersal arrangements.
- Progress delivery of Regional Employers & Joint Council priorities
- Lead member networks for children’s services to meet on a quarterly basis.

✓ **On Target**

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

✓ **Completed**

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

✓ **On Target**

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

✓ **On Target**

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

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

✓ **On Target**

- b) To maintain levels of council membership of EMC (39 councils, as of 1st April 2025).

✓ On Target

- Ashfield District Council returned to membership, although West Northamptonshire Council are on-notice to leave membership of EMC wef 31st March 2026.

- c) Working with Midlands Connect, MCCA(s), LEPs and local authorities to:

- Progress the implementation of the 8 agreed infrastructure priorities.
- Develop a shared long term approach through 'Midlands Connect'.

✓ On Target

- d) Provide strategic political leadership for the implementation of Network North proposals through support for:

- The EM Stations Growth Board and associated groups; and
- The Eastern Network Partnership
- Transport for the East Midlands

✓ On Target

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

- a) Provide direct membership benefits to councils through maintaining the number of councillors participating in the development, skills and briefing programmes against the 4 year average 2021-25 [baseline 173 councillor places].

✓ On Target

- b) Provide direct membership benefits through the provision of high quality and relevant councillor development, skills and briefing programmes. At least 75% of all course feedback is rated as 'effective/good' or 'highly effective/very good' [baseline 2024/25; 100%].

✓ On Target

- c) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development [baseline 2024/25; 2,289 officer places].

✓ On Target

- d) To make demonstrable progress in delivering on core EMC policy priority areas:

- Migration
- Housing and Planning
- Workforce – supporting councils to progress with workforce priorities.

✓ **On Target**

e) Facilitating networks and joint working on workforce priorities.

✓ **On Target**

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

✓ **On Target**

KPI 5 – Organisational and People Management

a) Maintain staff sickness rate at less than 6 days per full time equivalent (10.5 days local government average; EMC baseline [2024/25]; 7.64 days with L/T sick, 2.15 days without LT sick).

✓ **On Target**

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

✓ **On Target**

3. Recommendations

3.1 Members of the Management Group are invited to consider progress made by EMC in delivering against its agreed Business Plan 2025/26.

Cllr Gale Waller
Lead Member
Performance Management



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:

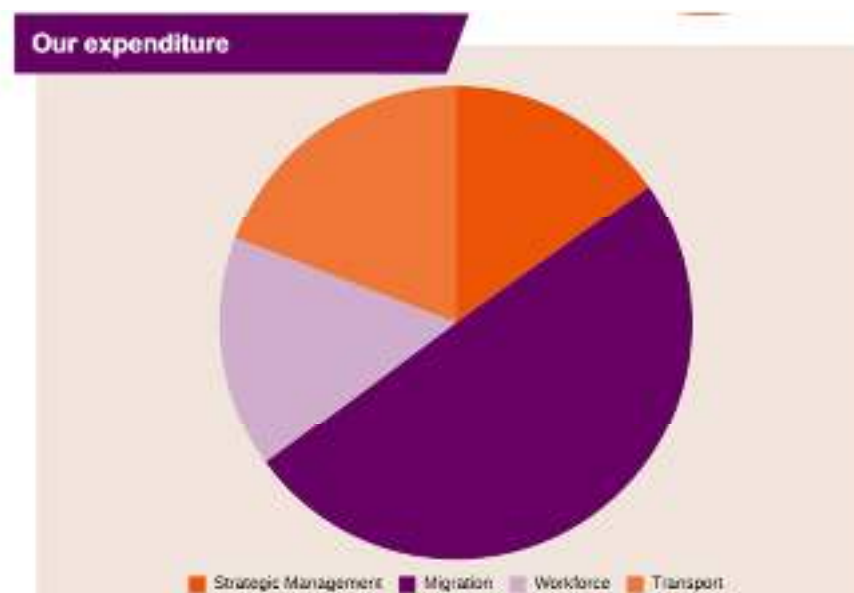
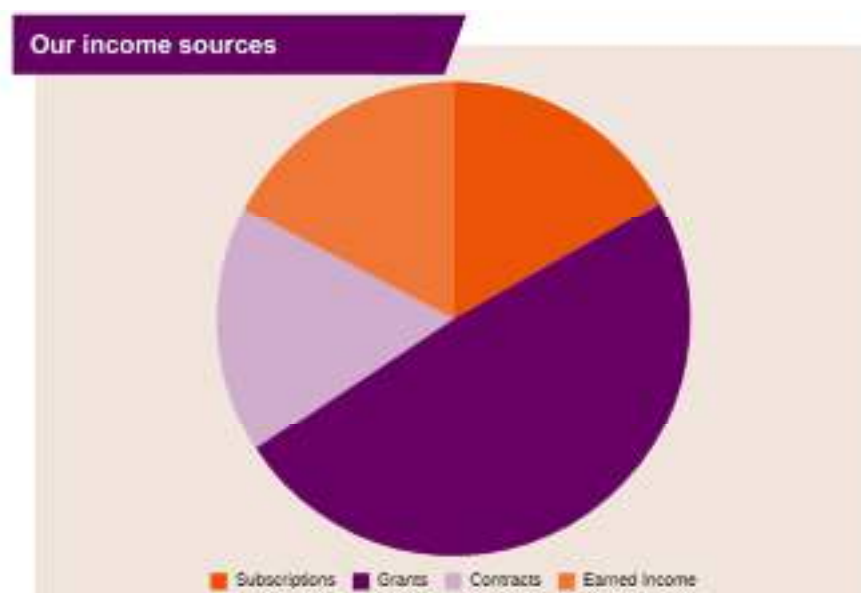


Our Funding

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 2024/25 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. • Ensure that the East Midlands APPG meets at least three times over the next 12 months and is supported by an agreed work programme.

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


Progress Against Key Organisational Performance Indicators (2025/26)





KPI 1 – Evidencing proposals for change and improvement

Key Performance Indicators 2025/2026	Progress - Financial Year 2025/26	Progress
a) To undertake an annual satisfaction survey of member councils on the provision of direct support services.	The annual satisfaction survey for 2024/25 was completed in October 2025, and key findings will be reported to Management Group.	
b) To provide EMC Councillors and officers with a weekly policy brief and monitor feedback on a 3 month basis.	Ongoing – and will be used as a basis for engagement with the new councillor cohort.	
c) Improve engagement with our membership with at least 50% of all councils in membership accessing EMC networks, boards and policy briefing programmes to further support opportunities for councillors' leadership.	<p>All 40 councils in membership have accessed/attended at least 1 EMC hosted network or policy briefing programme.</p> <ul style="list-style-type: none"> ▪ The Scrutiny network met in June, with attendance from 7 different authorities – 7 councillors and 7 officers participated. In September 15 officers and 6 councillors attended representing 16 different authorities. ▪ The EMGWARP network met in June attended by 33 officers representing 22 different councils. It also met in September attended by 27 officers representing 22 different local authorities. ▪ There were 33 participants from 22 different councils at the meeting of the legal standards network in June. 	

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





Progress Against Key Organisational Performance Indicators (2025/26)

	<ul style="list-style-type: none"> 22 participants attended the performance network in June representing 16 different councils. 22 participants attended this network in September representing 19 different councils. The knowledge briefing in June on Planning Reform and Devolution/LGR attracted 95 delegates (councillors and officers) from 27 different councils. The Equality, Diversity & Inclusion Network meeting was held on 9th September with 29 attendees from 20 different councils. The Notts HR Managers met on 8th October with 7 authorities represented. An initial meeting on Fair pay in Adult Care consultation meeting was held on 28th October and there were 22 participants from 11 authorities. 29 participants from 20 different local authorities attended the National Recruitment Campaign update meeting on 29th October. The Learning & OD Network met on 6th November and there were 24 participants from 18 authorities. 	
d) To provide benchmarking information and sharing of data and practice to inform decision-making and improvement	<ul style="list-style-type: none"> Since April, EMC has conducted 9 benchmarking/information sharing assignments at the request of our member councils. This has included pay benchmarking different roles and sharing of policies and practices, eg salary protection in redundancy/redeployment cases. EMC is encouraging and supporting councils to use online sharing of key workforce and pay data within the region and nationally. This is a subscription-based service but will enable direct access to data and reports more efficiently. So far 11 councils from the East Midlands have signed up to the system – 2 more since the last management group meeting. This system 	

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



Progress Against Key Organisational Performance Indicators (2025/26)





	<p>would be beneficial for councils to share workforce, policy and pay data in preparation for LGR.</p> <ul style="list-style-type: none"> ▪ The annual regional sickness absence survey is currently underway. 	
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Progress in Achieving Objective	
<i>Activity successfully completed</i>	
<i>Activity on target for completion</i>	
<i>Activity not on target for completion</i>	
<i>Activity subject to review</i>	

Progress Against Key Organisational Performance Indicators (2025/26)





2. KPI 2 – Influencing national decisions and decision makers

Key Performance Indicators 2025/26	Achievement - Financial Year 2025/26	Progress
<p>a) Establish an effective relationship and joint approach between councillors, combined authority mayor(s), MPs and other partners, through:</p> <ul style="list-style-type: none"> Holding at least 3 joint events and/or summits. The agreement of joint priorities as the basis for collective work 	<ul style="list-style-type: none"> The TfEM Board has continued to meet on a quarterly basis to discuss progress against the TfEM-Midlands Connect Shared Priorities, (Our Shared Vision for the East Midlands (emcouncils.gov.uk)) and to receive presentations from Network Rail and East Midlands Railway. The next meeting will take place on the 15th December and consider the outcome of the 2025 Autumn Budget. EMC is engaging with MOD, Home Office and MHCLG to exploring innovative solutions relating to Afghan Resettlement Program (ARP) transitional accommodation which will ensure families are streamlined into dispersed to permanent accommodation within the East Midlands. EMC hosted a region-wide event on devolution, LGR and planning, on 5th June 2025 attended by 95 councillors and officers. EMC has provided a briefing to EM MPs on regional transport inequalities and the mismatch between growth and public investment in the East Midlands. 	
<p>b) Develop a portfolio of agreed policy positions on issues as identified in the Business Plan including:</p> <ul style="list-style-type: none"> Review asylum contingency and dispersal arrangements. 	<ul style="list-style-type: none"> Continue to lead regional input to the Home Office full dispersal model ensuring allocations for local authorities are regularly monitored and do not exceed agreed allocations and assisting local authorities with any issues or concerns relating to the procurement of asylum accommodation. Ensuring engagement with local authorities, statutory services, Home Office and accommodation providers relating to any larger asylum dispersal sites takes place at the earliest opportunity. 	

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

Progress Against Key Organisational Performance Indicators (2025/26)

<ul style="list-style-type: none"> Progress workforce priorities identified by Regional Employers & Joint Council. Lead member networks for children's services to meet on a quarterly basis. 	<ul style="list-style-type: none"> Working with Home Office to inform the development of post-2029 Asylum Accommodation contracts through a Targeted Operating Group workshop which was held on 1st August 2025. Addressing recruitment difficulties is a priority identified by the Regional Employers and Joint Council. EMC has supported the roll-out a funded recruitment campaign within the East Midlands and has led on the collaboration across the region. The programme has now been evaluated independently with positive results on the impact of the campaign. A further funded programme has commenced, and EMC hosted an event in July to launch the new programme and share positive outcomes from last year's campaign and provided an update event in November. The Regional Joint Council received a presentation on the campaign and new resources for a campaign for 2025-26 were launched to councils in November. National pay agreements have now been reached for the main negotiating groups for 2025. Claims for 2026 are expected from unions and staff representatives by the end of November. A regional pay briefing to enable councils to discuss the claim and inform national negotiations has been arranged by EMC for 20th January 2026. EMC is supporting councils with workforce implications of LGR through attendance at and facilitation of county-based HR networks and learning and development programmes to support leadership in the context of change. Programme of meetings confirmed for Children's Lead Members'. An initial induction meeting was held in June 2022, with the first formal meeting held on 10th October 2025, including election of chair/vice-chair and agreement of 	
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Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	





Progress Against Key Organisational Performance Indicators (2025/26)

	forward work programme. Progress continues to be made in delivering the work programme including the agreed RIIA plan.	
c) Secure Parliamentary debate on securing additional investment into the East Midlands.	<ul style="list-style-type: none"> The East Midlands APPG held its 2024-5 AGM on 27th November 2024 with further meeting held 25th March 2025. The APPG published its final report (May 2025) to inform CSR 2015 (available at: APPG-Report-2025-FINAL-002.pdf). A Backbench Business debate on regional transport inequality was held on 11th September 2025. The debate was secured and opened by Catherine Atkinson MP (Lab, Derby North), with advisory support provided by EMC. The 2025-6 AGM will take place on the 26th November 2025. 	
d) Alignment and support to the work of Combined Authorities in the East Midlands.	<ul style="list-style-type: none"> TfEM is working with Local Authorities, Combined Authorities and Midlands Connect to take forward regional rail priorities and transition arrangements for the Rail Collaboration Agreement. EMC continues to liaise with EMCCA and GLCCA to support a productive partnership relationship. TfEM and GLCCA will jointly launch a TfEM prospectus on Lincoln Rail Connectivity at Lincoln Station on 24th November 2025. 	
e) Responses to consultation on proposed changes to employment law and national pay negotiations.	<ul style="list-style-type: none"> EMC has updated councils on progress with national negotiations, with final offers being made on 22nd April 2025, following a consultation meeting with councils in the region hosted by EMC. Agreement has been reached for most of the main bargaining groups for 2025. EMC's Director of HR & Cllr Development is an adviser to the Employers' Side of the National Committee on local government pay. 	

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



Progress Against Key Organisational Performance Indicators (2025/26)

	<ul style="list-style-type: none"> A raft of employment law changes were proposed in the Employment Rights Bill 2025. Consultations on the ethnicity and disability pay reporting provisions were discussed with the EDI network in May 2025. EMC held an employment law update on 5th November attended by 95 officers to ensure councils are fully up to date. Consultation on the establishment of a national negotiating group for the adult care sector has been launched, and EMC held an event for officers to meet with DHSC to help prepare responses to the consultation. The meeting was attended by all upper tier and unitary councils. 	
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Progress in Achieving Objective	
<i>Activity successfully completed</i>	
<i>Activity on target for completion</i>	
<i>Activity not on target for completion</i>	
<i>Activity subject to review</i>	

Progress Against Key Organisational Performance Indicators (2025/26)




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





Key Performance Indicators 2025/2026	Percentage Attendance								
a) Maintain attendance at formal meetings of East Midlands Councils and its Boards.		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Progress
	East Midlands Councils	60%	69%	57%	42%	41%	49%	59%	
	EMC Boards	69%	74%	74%	70%	75%	70%	67%	

This is broken down into the following Boards.	Percentage Attendance	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Executive Board	74%	81%	70%	64%	67%	72%	72%
	Management Group	76%	89%	88%	71%	82%	87%	78%
	Regional Employers' Board	67%	66%	78%	60%	83%	71%	67%
	Regional Migration Board	71%	62%	71%	77%	80%	57%	43%
	Transport for the East Midlands	63%	75%	76%	76%	63%	66%	74%

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





Progress Against Key Organisational Performance Indicators (2025/26)

b) To maintain levels of council membership of EMC (39 councils, as of 1 st April 2024).	<ul style="list-style-type: none"> West Northamptonshire Council submitted notice to leave wef 31st March 2026. Ashfield District Council has returned to membership wef June 2025. 	
c) Working with Midlands Connect, MCCAs and local councils to: <ul style="list-style-type: none"> Progress the implementation of the 8 agreed infrastructure priorities. Develop a shared long term approach through 'Midlands Connect'. 	<ul style="list-style-type: none"> TfEM has published an updated version of the TfEM/Midlands Connect Shared Vision Document which has now been sent to all council leaders, MPs and EMCCA Mayor. EMC worked with the Institution of Civil Engineers to develop and publish an East Midlands Infrastructure Perspective in April 2025 as an input into NISTA. Available at: build-to-grow-emip-report.pdf EMC worked with Catherine Atkinson MP to host a Midland Main Line Electrification Roundtable for Parliamentarians and industry leaders at Westminster on the 21st May 2025. A briefing note on regional transport inequalities and the mismatch between growth and public investment in the East Midlands has been sent to all EM MPs. TfEM and GLCCA will jointly launch a TfEM prospectus on Lincoln Rail Connectivity at Lincoln Station in November 2025 (date tbc) The TfEM Board has met on a quarterly basis progress against the TfEM-Midlands Connect Shared Priorities, (Our Shared Vision for the East Midlands (emcouncils.gov.uk) and to receive presentations from Network Rail and East Midlands Railway. EMC continues to support the work of Midlands Connect through seconding Director of Policy & Infrastructure to MC on 2 days per week basis (until March 2026) 	
d) Provide strategic political leadership for the implementation of the	<ul style="list-style-type: none"> EMC continues to support the Eastern Network Partnership to promote improved rail connectivity from the Midlands to the Yorkshire and the North East in the absence of HS2. 	

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



Progress Against Key Organisational Performance Indicators (2025/26)





<p>Government investment proposals through support for:</p> <ul style="list-style-type: none"> ▪ The EM Stations Growth Board and associated groups ▪ Engagement with Midlands Connect. ▪ The Eastern Network Partnership ▪ Transport for the East Midlands 	<ul style="list-style-type: none"> ▪ TfEM is undertaking further analysis on improving rail connectivity from the Midland to Yorkshire and the North East as part of wider suite of work commissioned from Systra. ▪ The TfEM Board has continued to meet on a quarterly basis supported by a Transport Officer Group and a Rail Collaboration Steering Group. ▪ EMC continues to support the work of Midlands Connect through seconding Director of Policy & Infrastructure to MC on 2 days per week basis (until March 2026). 	
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Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	



Progress Against Key Organisational Performance Indicators (2025/26)





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

a) Provide direct membership benefits to councils through maintaining the number of councillors participating in development, skills and briefing programmes against the 4 year average 2021-25.	Baseline 2021/25	Quarter 1	Quarter 2 (cumulative)	Quarter 3 (up until 7.11.25)	Quarter 4	
	173	74	118	127		
b) Provide direct membership benefits through the provision of high quality and relevant councillor development, skills and briefing programmes. At least 75% of all course feedback is rated as 'effective/good' or 'highly effective/very good'.	100%	100% of respondents giving feedback on the June knowledge briefing rated it as excellent/good	Nil responses	Nil responses		

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





Progress Against Key Organisational Performance Indicators (2025/26)

	Baseline 2024/25	Quarter 1	Quarter 2 (cumulative)	Quarter 3 (up until 7.11.25)	Quarter 4	
c) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development.	2,289	396	886	1159		
d) To make demonstrable progress in delivering on core EMC policy priority areas: <ul style="list-style-type: none"> Migration Housing and Planning Workforce – supporting councils to progress with workforce priorities 	Migration <ul style="list-style-type: none"> EMC continues to develop innovative solutions to improve Afghan resettlement relating to transitional accommodation and commitment to a ‘fair share’ allocation for local authorities regarding permanent properties sourced through agreements between local authorities, the MoD and the Home Office. EMC continues to respond to on-going asylum dispersal pressures, support the delivery of the asylum full dispersal model and exit strategy from contingency accommodation. Continue to progress joint delivery arrangements amongst East Midlands Children’s Services including 12-month Regional UASC Carer Recruitment campaign and developing Regional Age Assessment Training Programme. EMC secured additional Home Office funding to lead a Mental Health pilot which is being co-delivered by a local Integrated Care Board with the aim to provide mental health support for asylum seekers awaiting a decision on their application. The programme will be delivered by March 2026. 					


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





Progress Against Key Organisational Performance Indicators (2025/26)

	<ul style="list-style-type: none"> EMC secured additional MHCLG funding to lead on the delivery of the English Language Integration Programme to address the lack of ESOL Capacity in the region and explore informal English Language learning initiatives. The programme will be delivered by March 2026. <p>Workforce</p> <ul style="list-style-type: none"> Support is focused on key priorities of recruitment and retention, absence management and employee wellbeing, workforce implications of LGR and workforce data. EMC has joined other regional employers in offering access to improved benchmarking information on pay and workforce issue to support evidence-based decision-making through an online system – Infinistats. To date 11 councils have signed up. Management and leadership development programmes are being offered that are tailored to support councils in the lead up to LGR, covering qualification based training and skills development in mediation, coaching, mentoring and leading transformation. Following the positive evaluation of last year's recruitment campaign to promote local government as an employer, a further funded campaign will run over 2025/26, with EMC supporting the co-ordination of this for the East Midlands helping councils to tailor the campaign to their needs. Continued delivery of CPD programmes and a regional coaching pool to provide cost-effective development opportunities for the workforce within the region. To date, 20 separate assignments have been completed to provide direct support on workforce related issues to local authorities. 16 further assignments are in the process of being delivered. 	
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Progress in Achieving Objective	
Activity successfully completed	
Activity on target for completion	
Activity not on target for completion	
Activity subject to review	





Progress Against Key Organisational Performance Indicators (2025/26)

	<ul style="list-style-type: none"> EMC is leading the delivery of the Association of Democratic Services Officers' national development programme. <p>General</p> <ul style="list-style-type: none"> Co-ordinate monthly meetings of Chief Executives across the region to support engagement and delivery of policy and programmes. <p>Housing and Planning</p> <ul style="list-style-type: none"> Planning CPD programme continuing mainly as on-line webinars with one in-person event annually per programme. The sessions remain well attended and feedback positive. Planning Reform and devolution event was held on 5th June 2025. 	
e) Facilitating networking and joint working on workforce priorities.	<ul style="list-style-type: none"> EMC co-ordinates the Nottinghamshire-wide HR Managers group, which has met twice. This group is being used as the forum for collaborating on and discussing workforce implications of LGR. EMC inputs and supports other county-based HR networks across the region which are also being used as the forum for LGR workforce discussions, eg networks in Lincolnshire and Derbyshire. EMC hosted a meeting in July for councils to review last year's national recruitment campaign and start to shape a campaign for this year. The event was well attended, and feedback has been positive. An update meeting was also held in late October, with new resources as part of the campaign released to Councils on 6th November. EMC has worked jointly with other regional employers and the LGA to deliver the local government apprentice of the year event in May 2025. 	

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



Progress Against Key Organisational Performance Indicators (2025/26)





	<ul style="list-style-type: none"> ▪ The EDI network met in May and considered the current consultation on how to introduce mandatory ethnicity and disability pay reporting for employers with 250 or more employees as provided within the Equality (Race and Disability) Bill, and the implications for councils of the recent Supreme Court ruling on gender definitions within the Equality Act. The other main agenda item was a discussion on attracting and supporting under-employed people into local government, particularly linked to Hong Kong BNO living in the region. ▪ The EMGWARP cyber security network is active, with high attendance levels and an additional council has joined the network in the last quarter. ▪ The regional coaching network provides councils with the opportunity to pool and share coaching resources and access free training to support the quality of coaches in the network. A new council is due to join the network soon. 	
f) To respond and fully answer 95% of advice requests from member councils within 2 working days.	29 requests received 2 not answered within 2 days – 93%	

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

Progress Against Key Organisational Performance Indicators (2025/26)

5. KPI 5 – Organisational and People Management

Key Performance Indicators 2025/2026	Progress - Financial Year 2025/2026					Progress
a) Maintain staff sickness rate at less than 6 days per full time equivalent (10.5 days local government average; EMC baseline [2024/25]; 7.64 days with L/T sick, 2.15 days without LT sick).						
		Q1	Q2	Q3 (up until 31.10.25)	Q4	
	With L/T* Sick	0.06	0.71	0.76		
	Without L/T* Sick	0.06	0.71	0.76		
* L/T = long term.						
b) Wherever possible, to meet all staff learning and development needs, as identified by annual Staff Development Interviews (SDIs).	Staff Development Interviews scheduled to be completed by end-March 2026.					

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



Management Group

24th November 2025

Lead Member Report

Corporate Governance

Summary

The following report provides detail on matters of corporate governance, specifically:

- a) The management of organisational risk.
- b) The completion of the external audit review in accordance with EMC's statutory responsibilities.

Recommendation

Members of the Management Group are invited to:

- Consider the nature and management of organisational risk.
- Consider and endorse EMC's External Financial Audit - Draft Statement of Accounts 2024/25.

1. Risk Register

Approach to Management of Risk

- 1.1 EMC's risk register reports against each of the key risks identified by EMC and, for each risk, includes information such as potential impact, key controls, and suggested response to mitigate each risk.
- 1.2 Included as part of the risk register is the 'owner' of each risk identifying responsibility for actions relating to that risk.
- 1.3 Against each risk identified, specific and detailed action plans may be developed, as appropriate, to inform further work.
- 1.4 An updated risk register, reviewed by officers, is attached as Appendix 8(a) to this report.
- 1.5 All risks identified are significant and require an organisational response. The risks identified within the red section of the 'risk grid' are those identified as being critical to the organisation.
- 1.6 By identifying the likelihood of those risks occurring, it does not mean that the risk will *necessarily* occur, rather that the risk requires specific focus and action to mitigate against its occurrence, and without this action, then in all likelihood, it will occur and this will be of significant impact to EMC.
- 1.7 The risk register has been agreed by the Management Team. Members are advised that staff are regularly consulted on risks and associated controls in relation to their areas of work. This is through both formal and informal 1:1s, in addition to full team meetings.

Identification of Risk

- 1.8 Risk management was last considered by senior officers in November 2025. An updated summary of risk, as considered by EMC management team, is included within the matrix attached as Appendix 8(a).
- 1.9 Since risk management was last considered by Management Group in September 2025, there has been little material change to the level of risk. Nevertheless, the risks remain significant, particularly in relation to future arrangements for partnership structures post-LGR, and as agreed by Management Group, a

summary report on governance, including options, has been shared with Members.

- 1.10 An updated summary of risk, as agreed by EMC management team, is included within the matrix attached as Appendix 8(a).

2. Certification Office – External Audit Requirements (2024/2025)

- 2.1 Members are reminded of the need for a statutory audit and the production of a set of accounts to comply with the requirements of the ‘Certification Office for Trade Unions & Employers’ Associations’ as part of EMC’s role as an Employers Organisation.
- 2.2 The audit commenced in May 2025 and was completed in September 2025, with financial statements and the final Audit Certificate (AR27) for 2024/25 recently signed and submitted to the Certification Office for Trade Unions & Employers’ Associations in accordance with EMC’s statutory responsibilities. A copy of these is attached to this report as Appendix 8(b) together with the auditor’s report and ‘opinion’.

3. Internal Audit Review

- 3.1 Members will be aware of the recently completed internal audit that provided for ‘moderate assurance’. Included with the final report were a limited number of recommendations.
- 3.2 The required action has now been completed against each recommendation, and this has been reported to the internal auditor and will be subject to their formal sign-off during the time of the next internal audit review.

4. Recommendations

Members of the Management Group are invited to:

- 4.1 Consider the nature and management of organisational risk.
- 4.2 Consider and endorse EMC’s External Financial Audit - Draft Statement of Accounts 2024/25.

Cllr Tricia Gilby
Lead Member, Corporate Governance

Risk Register	
East Midlands Councils	
Date Prepared:	November 2025
Prepared by:	EMC Management Team

Risk	Impact	likelihood	Key Controls in Place	Further Action to Be Taken	Risk Owner
1. Loss of Authorities in Membership West Northants Councils submitted notice to leave membership wef 31 st March 2026.	A	1	<ul style="list-style-type: none"> Communicating the benefits of EMC membership. Understanding local pressures; both service delivery and financial. The requirement for 12 months' notice from Member authorities provides for time to try and resolve issues and any member concerns. 	<ul style="list-style-type: none"> Provision of services and wider benefits EMC has provided to each member council, building on regular senior officer discussions. Clarity on the cessation of EMC services and support upon leaving membership. Review of business plan and work programme to ensure relevance and that EMC is meeting member council priorities and needs. Agreement of transition plan to successor governance arrangements. 	Management Group Management Team

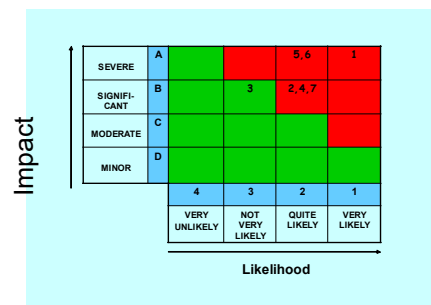
2. Loss of Member experience and/or lack of engagement from Members	B	2	<ul style="list-style-type: none"> Induction of new Members in leadership positions is provided. Member engagement is part of the KPIs reported on a quarterly basis to Management Group. Group Leaders are informed of non-attendance. 	<ul style="list-style-type: none"> Briefing notes on board roles and objectives to be provided for each board. Advisory support provided to new leaders, including in person meetings. Group Leaders' review Group nominations to Boards. EMC secretariat reminds Members of meetings and reports attendance to Group Leaders (both pre and post-meeting). Introductory meetings to be held with new council leaders. 	Group Leaders Management Group Management Team
3. Lack of engagement from Staff	B	3	Regular team meeting and 1 to 1s; staff appraisals.	Full consideration and discussion of income and expenditure profiles; and their engagement in developing and rolling out the agreed work programme.	Management Team
4. Insufficient capacity and resilience (including staff and financial) to deliver work programme.	B	2	<ul style="list-style-type: none"> Management of the work programme to reflect programme delivery, policy development and sector support responsibilities. Annual KPIs to monitor progress in the delivery of the business plan. Annual staff appraisals and regular business plan planning meetings. Revised approach to delivery of work programme. 	<ul style="list-style-type: none"> 3 month review against business plan and budget. 6 month full-review of income and expenditure against profile, targets and forecasting against pipeline projects and delivery. Progress is regularly reviewed by Management Team. 	Management Group Management Team

5. Inability to secure consultancy and other earned income to balance budget	A	2	<ul style="list-style-type: none"> ▪ Agreed rates and charges schedule in place for 2025/26. ▪ Monthly financial reporting and oversight. ▪ The increased use of virtual networks and events may impact upon profiled income – EMC to focus activity on gaps or added value of regional level support is needed. 	<ul style="list-style-type: none"> ▪ All opportunities will continue to be explored including ‘Non-local government’ markets and new income streams/services. ▪ Targeted promotion of EMC service offer. ▪ Adaptation of service offer and learning through further use of virtual networks and platforms. ▪ Rates and charges reviewed as part of 2025/26 budget setting process. 	Management Team
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6. Inability to secure and maintain grant funding: <ul style="list-style-type: none"> ▪ SMP Home Office and MHCLG grant. ▪ Midlands Connect ▪ DfT Rail Collaboration Agreement 	A	2	<ul style="list-style-type: none"> ▪ External grant now represents approx. 50% of EMC's total income, thereby balancing EMC sources of income although exposing organisation to vulnerability if grant reduced (potentially for reasons outside of EMC's control). ▪ Home Office confirmed 2025/26 grant for asylum and refugee resettlement. ▪ HK(BNO) and Ukraine grant agreement in place until March 2026. ▪ Regular meetings with Home Office, at both Ministerial and senior officer level. ▪ Delivery of programme milestones and wider commitments, as per Grant Agreement. ▪ RCA programme board provides oversight by DfT and LTA partners of project delivery and spend. 	<ul style="list-style-type: none"> ▪ All opportunities will continue to be explored, including with Midlands Connect and DfT. ▪ Regular programme management and oversight to meet requirements and demonstrate value-added. ▪ Alignment of EMC/TfEM transport and growth responsibilities to be agreed with EMCCA and GLCCA. ▪ Transition arrangements for DfT Rail Collaboration Agreement confirmed with LTAs and DfT. ▪ Ongoing dialogue with Home Office and MHCLG to confirm grant agreements for asylum, resettlement and HK (BNO) programmes for 2026/27 onwards. ▪ Demonstrate value-added of partnership, including performance management of programme delivery. ▪ Options including staffing and project management to be developed in anticipated reduction of grants 2026/27. ▪ Review of programmes to ensure only grant funded activity is undertaken. 	Management Team
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7. Emerging Partnerships and local government reorganisation	B	2	<ul style="list-style-type: none"> Implications of English Devolution and Community Empowerment Bill, including the establishment of Strategic Authorities, e.g. EMCCA, GLCCA, and proposals for LGR. Working with councils in the development of proposals for revised governance arrangements post 2027. To maintain neutral position in relation to any local government restructuring proposals. 	<ul style="list-style-type: none"> Regular consideration by EMC Management Group and Executive Board for political guidance. Engagement with leaders and chief officers across the region, and Mayors. Agreement of complementarity of EMC/TfEM responsibilities with that of EMCCA, GLCCA (and other combined authorities, when established). On-going work with Government to confirm the new model for sub-national asylum and resettlement delivery arrangements post-2027. 	Management Group Management Team
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KEY



Some Extra Risk Management Action



No Extra Risk Management Action

Form AR27

Trade Union and Labour Relations (Consolidation) Act 1992

Annual Return for an Employers' Association

Name of Employers' Association:	East Midlands Councils		
Year ended:	31st March 2025		
List No:	1592E		
Head or Main Office:	East Midlands Councils		
	First Floor Offices, South Annex		
	Pera Building		
	Nottingham Road		
	Melton Mowbray, Leicestershire		
Postcode	LE13 0PB		
Website address (if available)	www.eastmidlands.councils@gov.uk		
Has the address changed during the year to which the return relates?	Yes	No	X ('X' in appropriate box)
General Secretary:	Samantha Maher		
Contact name for queries regarding the completion of this return:	Steve Charlesworth		
Telephone Number:	01664 502624		
E-mail:	steve.charlesworth@emcouncils.gov.uk		

Please follow the guidance notes in the completion of this return

Any difficulties or problems in the completion of this return should be directed to the Certification Office as below or by telephone to: 0330 1093602

You should send the annual return to the following address stating the name of the union in subject:

returns@certoffice.org

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Return of Members

(see note 9)

Number of members at the end of the year				
Great Britain	Northern Ireland	Irish Republic	Elsewhere Abroad (Including Channel Islands)	Totals
E				

Change of Officers

Please complete the following to record any changes of officers during the twelve months covered by this return.

Position held	Name of Officer ceasing to hold office	Name of Officer appointed	Date of Change
Resettlement Policy Officer	Elana Romahi		31st March 2025
Resettlement Policy Officer		Isobel Westbury	28 October 2024
HR and L&D Manager	Mark Pinchin		31 August 2024

Officers in post

(see note 10)

Please complete list of all officers in post at the end of the year to which this form relates.

[illegible]

Revenue Account / General Fund

(see notes 11 to 16)

Previous Year			£	£
	Income			
285	From Members	Subscriptions, levies, etc	296	296
44	Investment income	Interest and dividends (gross)		
		Bank interest (gross)	33	33
		Other (specify)		
		Total Investment Income	33	33
	Other Income	Rents received		
		Insurance commission		
286		Consultancy fees	349	349
		Publications/Seminars		
		Miscellaneous receipts (specify)		
1,184		Government Grants	1,300	1,300
		Total of other income		1,649
1,799		Total income		1,978
	Interfund Transfers IN			
	Expenditure			
1,320	Administrative expenses	Remuneration and expenses of staff	1,387	1,387
25		Occupancy costs	26	26
4		Printing, Stationery, Post	4	4
4		Telephones	4	4
		Legal and Professional fees		
		Miscellaneous (specify)		
336		Supplies and Services	464	464
15		Transport Costs	15	15
1,704		Total of Admin expenses		1,900
	Other Charges	Bank charges		
		Depreciation		
		Sums written off		
		Affiliation fees		
		Donations		
		Conference and meeting fees		
		Expenses		
		Miscellaneous (specify)		
88		Recharges	65	65
		Pension Adjustment	20	20
		Total of other charges		85
		Taxation		
1,792		Total expenditure		1,985
	Interfund Transfers OUT			
7		Surplus/Deficit for year		-7
598		Amount of fund at beginning of year		605
605		Amount of fund at end of year		598

(see notes 17 to 18)

Account 2		Fund Account	
Name of account:		£	£
Income			
	From members		
	Investment income		
	Other Income (specify)		

[illegible]

(see notes 17 to 18)

[illegible]

(see notes 17 to 18)

[illegible]

Balance Sheet as at [31st March 2025]

(see notes 19 and 20)

Previous Year		£	£
	Fixed Assets (as at Page 8)		
	Investments (as per analysis on page 9)		
	Quoted (Market value £) as at Page 9		
	Unquoted (Market value £) as at Page 9		
	Total Investments		
	Other Assets		
374	Sundry debtors	187	187
960	Cash at bank and in hand	959	959
	Stocks of goods		
	Others (specify)		
324			
1,658	Total of other assets	1,146	1,146
	Total Assets		1,146
605	Revenue Account/ General Fund	598	
	Revaluation Reserve		
	Liabilities		
11	Creditors	24	
718	Receipts in Advance	524	
729	Total Liabilities		548
929	Total Assets		1,146

Fixed Assets account

(see note 21)

	Land and Buildings	Fixtures & Fittings	Motor Vehicles & Equipment	Total £
Cost or Valuation				
At start of period				
Additions during period				
Less: Disposals				
Less: Depreciation				
Total to end of period				
Book Amount at end of period				
Freehold				
Leasehold (50 or more years unexpired)				
Leasehold (less than 50 years unexpired)				
Total of Fixed Assets				

Analysis of Investments

(see note 22)

Quoted		Other Funds
	British Government & British Government Guaranteed Securities	
	British Municipal and County Securities	
	Other quoted securities (to be specified)	
	Total Quoted (as Balance Sheet)	
	Market Value of Quoted Investments	
Unquoted	British Government Securities	
	British Municipal and County Securities	
	Mortgages	
	Other unquoted investments (to be specified)	
	Total Unquoted (as Balance Sheet)	
	Market Value of Unquoted Investments	

* Market value of investments to be stated where these are different from the figures quoted in the balance sheet

Analysis of investment income (Controlling interests)

(see note 23)

Does the association, or any constituent part of the association, have a controlling interest in any limited company?

Yes

No

x

If Yes name the relevant companies:

Company name

Company registration number (if not registered in England & Wales, state where registered)

Incorporated Employers' Associations

Are the shares which are controlled by the association registered in the association's name

Yes

No

If NO, please state the names of the persons in whom the shares controlled by the association are registered.

Company name

Names of shareholders

Unincorporated Employers' Associations

Are the shares which are controlled by the association registered in the names of the association's trustees?

Yes

No

If NO, state the names of the persons in whom the shares controlled by the association are registered.

Company name

Names of shareholders

Summary Sheet

(see notes 24 to 33)

		All Funds	Total Funds
			£
Income			
From Members		296	296
From Investments		33	33
Other Income (including increases by revaluation of assets)		1,649	1,649
Total Income		1,978	1,978
Expenditure			
(including decreases by revaluation of assets)			
Total Expenditure		1,985	1,985
Funds at beginning of year			
(including reserves)		605	605
Funds at end of year			
(including reserves)		598	598
ASSETS			
	Fixed Assets		
	Investment Assets		
	Other Assets		1,146
	Total Assets		1,146
Liabilities			
	Total Liabilities		548
Net Assets (Total Assets less Total Liabilities)			598

Summary Sheet

(see notes 24 to 33)

		All Funds	Total Funds
		£	£
Income			
From Members			296
From Investments			33
Other Income (including increases by revaluation of assets)			1,649
	Total Income		1,978
Expenditure			
(including decreases by revaluation of assets)			1,965
	Total Expenditure		1,965
Funds at beginning of year			
(including reserves)			605
Funds at end of year			
(including reserves)			598
ASSETS			
	Fixed Assets		
	Investment Assets		
	Other Assets		2,208
	Total Assets		2,208
Liabilities			
	Total Liabilities		1,610
Net Assets (Total Assets less Total Liabilities)			598

Notes to the accounts

(see note 34)

All notes to the accounts must be entered on or attached to this part of the return.

Accounting policies

(see notes 35 & 36)

Signatures to the annual return

(see notes 37 and 38)

Including the accounts and balance sheet contained in the return.

Please copy and paste your electronic signature here

Secretary's Signature:		Chairman's Signature:	
			(or other official whose position should be stated)
Name:	Samantha Maher	Name:	Stuart Young
Date:		Date:	

Checklist

(see note 39)

(please enter 'X' as appropriate)

Is the return of officers attached? (see Page 2)	Yes	X	No	
Has the list of officers been completed? (see Page 2A)	Yes	X	No	
Has the return been signed? (see Note 37)	Yes	X	No	
Has the auditor's report been completed? (see Note 41)	Yes	X	No	
Is the rule book enclosed? (see Note 39)	Yes		No	
Has the summary sheet been completed? (see Notes 6 and 24 to 33)	Yes	X	No	

Checklist for auditor's report

(see notes 41 to 44)

The checklist below is for guidance. A report is still required either set out overleaf or by way of an attached auditor's report that covers the 1992 Act requirements.

1. In the opinion of the auditors or auditor do the accounts they have audited and which are contained in this return give a true and fair view of the matters to which they relate? (See section 36(1) and (2) of the 1992 Act and notes 43 and 44)

Please explain in your report overleaf or attached.

2. Are the auditors or auditor of the opinion that the union has complied with section 28 of the 1992 Act and has:

- a. kept proper accounting records with respect to its transactions and its assets and liabilities; and
- b. established and maintained a satisfactory system of control of its accounting records, its cash holding and all its receipts and remittances.

(See section 36(4) of the 1992 Act set out in note 43)

Please explain in your report overleaf or attached.

3. Your auditors or auditor must include in their report the following wording:

In our opinion the financial statements:

- **give a true and fair view of the matters to which they relate to.**
- **have been prepared in accordance with the requirements of the sections 28, 32 and 36 of the Trade Union and Labour Relations (consolidation) Act 1992.**

Auditor's report (continued)

Signature(s) of auditor or auditors:		
Name(s):	Melvin Bailey	
Profession(s) or Calling(s):	FCCA DChA	
Address(es)	Rogers Spencer, Newstead House, Pelham Road, Nottingham NG5 1AP	
Date:		
Contact name for enquiries and telephone number:	Melvin Bailey 0115 960 8412	

N.B. When notes to the accounts are referred to in the auditor's report a copy of those notes must accompany this return.

Double- click on icon to open guidance



East Midlands Councils

2024/25 Financial Statements

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East Midlands Councils
First Floor Offices
South Annexe
Pera Business Park
Nottingham Road
Melton Mowbray

Leicestershire
LE13 0PB

Explanatory Foreword

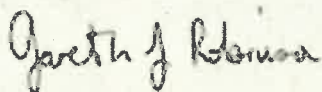
East Midlands Councils (EMC) is a voluntary, membership based, partnership of local government. It currently comprises 40 local authority member organisations and representatives of the region's fire, police and parish and town councils.

EMC's main roles and purposes are:

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

Date of Authorisation of Accounts

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

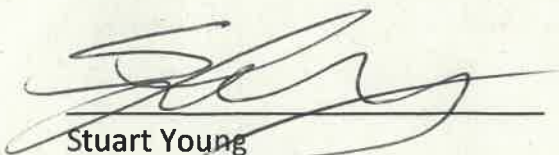


03.11.25

Date: _____


Gareth Robinson

Interim Director of Finance and Deputy Section 151 Officer, Nottingham City Council



Stuart Young

Executive Director of East Midlands Councils

Date:  14/11/25

Statement of Comprehensive Income as at 31 March 2025

2023/24 Net £000		Note	2024/25		
			Gross Expenditure £000	Gross Income £000	Net £000
	Income				
285	Subscriptions / Membership	6		296	
1,184	Government Grants / Contracts	6		1,300	
286	Other Income	6		329	
44	Investment Income	6		33	
	Expenditure				
(1,291)	Staffing Expenses		(1,367)		
(29)	Other Indirect Staffing		(21)		
(25)	Property Expenses		(26)		
(15)	Transport Expenses		(15)		
(338)	Supplies and Services		(471)		
(88)	Other Recharges		(65)		
13	NET INCOME		(1,965)	1,958	(7)
(6)	Pension Adjustment				33
7	PROFIT / (LOSS) after Pension Adjustments				26
	OTHER COMPREHENSIVE INCOME AND EXPENDITURE				
293	Other Gains and Losses				(357)
300	TOTAL COMPREHENSIVE INCOME / (EXPENDITURE) FOR THE YEAR				(331)

Statement of Financial Position as at 31 March 2025

2023/24 £000		Note	2024/25 £000
-	Equipment	8	-
324	Net Pension Scheme Asset		0
324	Long Term Assets		0
368	Short Term Debtors	9	187
6	Short Term Prepayments	9	0
960	Cash and Cash Equivalents	9	959
1,334	Current Assets		1,146
(11)	Short Term Creditors	10	(24)
(718)	Short Term Grant / Grant and Contract Receipts in Advance	10	(524)
(729)	Current Liabilities		(548)
929	NET ASSETS / (LIABILITIES)		598
605	Revenue Reserve (See Note 11)		598
324	Pension Reserve		0
929	TOTAL RESERVES		598

Statement of Cash Flows as at 31 March 2025

2023/24 £000		Note	2024/25 £000
(37)	Net Operating Profit / (Loss)		(40)
(216)	Change in Creditors		(181)
258	Change in Debtors		187
5	Total Movement from Net Operating Profit / (Loss)		(34)
44	Investment Income		33
49	Net Increase or (Decrease) in and Cash Equivalents		(1)
911	Cash and cash equivalents at the beginning of the reporting period		960
960	Cash and cash equivalents at the end of the reporting period		959

Summary of Operating Profit / (Loss)

	2023-24 £000	2024-25 £000
Profit /(Loss)	7	(7)
Investment Income	(44)	(33)
Operational Profit / (Loss)	(37)	(40)

Statement of Changes in Equity as at 31 March 2025

2024/25	Revenue Reserve £000	Pension Reserves £000	Total Reserves £000
Balance at 31 March 2024	605	324	929
Movement in 2024/25			
Total Comprehensive (Expenditure) & Income	(7)	(324)	(331)
Movement on Pension Liability	-	-	-
Balance at 31 March 2025	598	0	598

2023/24	Revenue Reserve £000	Pension Reserves £000	Total Reserves £000
Balance at 31 March 2023	598	31	629
Movement in 2023/24			
Total Comprehensive (Expenditure) & Income	7	293	300
Movement on Pension Liability	-	-	-
Balance at 31 March 2024	605	324	929

Notes to the Financial Statements

1. Statement of Accounting Policies

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

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

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

Going Concern

At the time of approving the financial statements, the Directors have a reasonable expectation that East Midlands Councils has adequate resources to continue in operational existence for the foreseeable future. Thus, the Directors continue to adopt the going concern basis of accounting in preparing the financial statements.

As mentioned above the cash balances are held separately by the local authority. These financial statements are prepared on the basis that these cash balances continue to be available to East Midlands Councils and that the Directors have received confirmation from the local authority that this will be the case.

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

- **Termination Benefits**

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

- **The Local Government Pension Scheme**

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

Entity	Discount Rate %
Nottinghamshire County Council	5.85

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

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

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

▪ **The Local Government Pension Scheme**

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

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

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

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

3. Critical Judgements in Applying Accounting Policies

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

The critical judgements made in the financial statements are:

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

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

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

The item in the Statement of Financial Position as at 31 March 2025 for which there is a significant risk of material adjustment in the forthcoming financial year is as follows:

Pension Asset / Liability:

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

This year, the introduction of an Asset Ceiling has meant that the potential benefit from the reduction in future contributions has been calculated to be nil. Since this is less than the unadjusted net asset of £1,051k, the initial impact of the asset ceiling is £1,051k.

5. Reserves

	Revenue Reserve £000	Pension Reserve £000	Total £000
Balance at 31 March 2023	598	31	629
Transfer to Revenue	7	293	300
Balance at 31 March 2024	605	324	929
Transfers from Revenue	(7)	(324)	(331)
Balance at 31 March 2025	598	0	598

6. Partnership and Government Income

	2023/24 £000	2024/25 £000
Subscription	285	296
Government Grants – Home Office Migration-related	384	378
- DLUHC Hong Kong / Ukraine	185	492
- DfT Rail Collaboration Scheme	142	114
Contractual Agreements – Midlands Connect / Other Partnerships	473	298
Other Income	330	380
Total	1,799	1,958

7. Pensions – Revenue Costs

Local Government Pension Scheme

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

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

The table below summarises the membership data as the 31 March 2025:

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

The unadjusted net asset of £1,051k. The Employer reports under IAS19, however there is no onerous funding commitment to assess since the Employer is not currently making any contributions towards a funding deficit. The total expenditure recognised in the Statement of Comprehensive Income is as follows:

Pension Assets and Liabilities in Relation to Post-Employment Benefits

Nottinghamshire County Council	2023-24 £000	2024-25 £000
Current Service Cost	(166)	(166)
Total Operating Charge	(166)	(166)
Return on Pension Assets	(162)	(155)
Interest Cost on Pension Liabilities	168	188
Net Pension Finance Costs	6	33

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

Nottinghamshire County Council	2023-24 Total Costs £000	2024-25 Total Costs £000
As at 1 April	3,529	3,792
Obligation Created	-	-
Current Service Cost	166	166
Interest Cost	171	190
Employee Contributions	78	82
Actuarial Gain / (Loss)	(121)	(736)
Benefits Paid / Obligation	14	1
Past Service Costs	-	-
Curtailments and Settlements (Asset Ceiling)	-	1,051
Change in demographic assumptions	(45)	(9)
As at 31 March	3,792	4,537

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

Nottinghamshire County Council	2023-24 Total Costs £000	2024-25 Total Costs £000
As at 1 April	3,560	4,116
Expected return on Assets	177	210
Actuarial Gain / (Loss)	135	(50)
Employer Contributions	168	181
Employee Contributions	78	82
Benefits Paid	(2)	(2)
Curtailments and Settlements	-	-
As at 31 March	4,116	4,537

Local Government Pension Scheme assets comprised of:

	2023/24		2024/25	
	£000	% of total assets	£000	% of total assets
Equities	2,488	60%	2,352	52%
Gilts	99	2%	377	8%
Other Bonds	204	6%	292	7%
Property	438	12%	465	10%
Cash	248	5%	247	5%
Inflation-linked pooled fund	209	5%	314	7%
Infrastructure	298	8%	332	7%
Private Equities	132	2%	158	4%
As at 31 March	4,116	100%	4,537	100%

Basis for estimating assets and liabilities:

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependant on assumptions about mortality rates, salary levels, etc. The Pension Fund liabilities have been assessed by an independent firm of actuaries. Estimates for the EMC fund are based on the latest full valuation of the Pension Fund as at 31 March 2025.

The principal assumptions used by the actuary have been:

Nottinghamshire County Council	2023-24 Assumptions	2024-25 Assumptions
Mortality Assumption (in years):		
Longevity at 65 for Current Pensioners:		
Men	20.4	20.4
Women	23.3	23.3
Longevity at 65 for Future Pensioners		
Men	21.7	21.7
Women	24.7	24.7
Rate of Increases in Salaries	3.90%	3.85%
Rate of Increase in Pensions / Inflation	2.90%	2.85%
Rate for Discounting Scheme Liabilities	4.95%	5.85%

Pension Fund Risk Management Strategy:

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

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

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

Impact on Cash Flows:

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

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

8. Equipment

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

9. Current Assets

Short Term Debtors

	31 March 2024 £000	31 March 2025 £000
Partnership Contributions	252	79
Other Government Bodies	115	90
Other Entities and Individuals	1	18
Total	368	187

Prepayments

	31 March 2024 £000	31 March 2025 £000
Partnership Contributions	6	0
Total	6	0

Cash and Cash Equivalents

	31 March 2024 £000	31 March 2025 £000
Cash	960	959

10. Short Term Creditors

	31 March 2024			31 March 2025		
	Creditors £000	Receipts in Advance £000	Total £000	Creditors £000	Receipts in Advance £000	Total £000
Partnership Organisations	-	178	178	-	135	135
Other Government Bodies	-	540	540	-	389	389
Other Entities and Individuals	11	-	11	24	-	24
Total	11	718	729	24	524	548

11. Reserves

East Midlands Council operate with Specific and General Reserves. The breakdown of Reserves is shown below:

	2023-24 £000	2024-25 £000
Staffing Liabilities	311	393
Renewals	36	36
LG Re-Structuring	33	33
General	225	136
Total	605	598

12. Transactions with Related Parties

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

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

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

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

Governance

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

Central Government

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

Local Government

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

Since 1 April 2014, Nottingham City Council have acted as the servicing authority and accountable body for EMC, thus including the relevant expenditure and income within their Statement of Accounts.

Membership

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

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

The Executive Board operates control over the organisation's financial and operating policies. The total of members' allowances paid in 2024/25 is £21k (2023/24: £17k). There are other members who represent their authority at full EMC meetings.

Officers

There were no interests declared by senior officers of EMC.

13. Officers' Remuneration

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

Post Title	2023/24 £000	2024/25 £000
Executive Director		
Salary	99	99
Benefits in Kind	-	-
Pension Contributions	30	30
Total	129	129

14. Segmental Analysis

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

Statement of Responsibilities for the Financial Statements

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

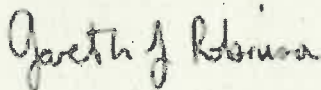
The Strategic Director of Nottingham City Council and the Executive Director of East Midlands Council are responsible for the preparation of the organisation's Statement of Accounts in accordance with International Accounting Standards (IAS) regulation and in compliance with International Financial Reporting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

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

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

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

I certify that the Statement of Accounts has been prepared in accordance with IFRS and presents a true and fair view of the financial position of EMC and its income and expenditure for the year ended 31 March 2025.

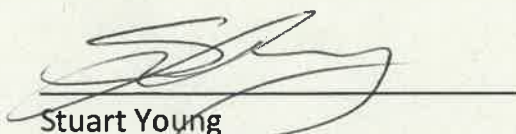


03.11.25

Date: _____

Gareth Robinson

Interim Director of Finance and Deputy Section 151 Officer, Nottingham City Council



Stuart Young

Executive Director of East Midlands Councils

Date: 14/11/25



**Management Group
24th November 2025**

Lead Member Report

Cllr Jewel Miah

Conduct and Standards

Summary

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

Recommendation

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

1. Declarations of Interest

- 1.1 All EMC Members are required to complete and submit an annual declaration of interest. Following on from the EMC AGM on 11th July 2025, 1 declaration of interest remains outstanding. All others have been returned and signed off by the Executive Director.
- 1.2 All EMC staff members are required to complete and submit an annual declaration of interest. These have all been returned and signed-off by the Executive Director – and whose own return was shared with EMC Chair and EMC management team colleagues (and is available for inspection).

2. Other Matters

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

3. Recommendations

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

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