



Management Group Meeting

2.00pm, Friday 15th May 2026

MS Teams/Hybrid

AGENDA

1. Welcome and Apologies
2. Declarations of Interest
3. Minutes of meeting held on 6th March 2026*
4. Matters Arising
5. Election Results, LGR and EMC Governance **
6. Performance Management * (Cllr Gale Waller)
7. Corporate Governance * (Cllr Tricia Gilby)
8. Conduct and Standards * (Cllr Jewel Miah)
9. Executive Board (11th June 2026)
10. Any Other Business

* Papers attached

** Paper To follow



**EAST MIDLANDS COUNCILS
MANAGEMENT GROUP MEETING
MINUTES OF THE MEETING HELD ON 6TH MARCH 2026**

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 Martin Griffiths – North Northants Council
 Cllr Gale Waller - Rutland County Council
 Cllr Ashley Baxter – South Kesteven District Council

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

Apologies: Cllr Phil King – Harborough District Council

		ACTION
1.	Apologies	
1.1	Apologies were received from Cllr Phil King.	
2.	Declarations of Interest	
2.1	There were no declarations of interest declared.	
3.	Minutes of the meeting held on 24th November 2025	
3.1	These were confirmed as a true and accurate record.	

		ACTION
4.	Matters Arising	
4.1	Stuart Young highlighted 2 outstanding issues. He is speaking to James Naish MP and confirmed there is a Westminster Hall debate in 2 weeks. It will be confirmed whether James Naish is able to attend Executive Board meeting on 27 th March.	SY
4.2	In relation to notice for West Northants Councils to leave membership of EMC, Cllr Sean Matthews & Cllr Martin Griffiths propose holding discussions with the council leader.	SM & MG
4.3	Stuart confirmed he has spoken with Chief Executives in relation to forming a steering group and is expecting to hold the first meeting shortly.	SY
4.4	Cllr Elly Cutkelvin stated that there is some concern in relation to the Police & Crime Commissioner changes that are unlikely to coincide with proposed timescales for Local Government Reorganisation.	
4.5	Cllr Gale Waller asked whether government is expecting the foundation authorities to be given responsibility to oversee police in the interim.	
4.6	Stuart Young confirmed still waiting for further information on this.	
5.	Chair's Report	
5.1	Stuart Young introduced the Chair's report on behalf of Cllr Matthews report that presents EMC's draft Business Plan.	
5.2	The broad focus of this is around programme delivery which is set around grant agreement. However, the Grant agreement is still not firmed up with the Home Office.	
5.3	It was agreed to have LGR included within the business plan. EMC needs to provide support to member councils, particularly in relation to workforce matters.	
5.4	In relation to transport and growth EMC are currently supporting Greater Lincolnshire Combined authority.	

		ACTION
5.5	It was agreed that the final business plan should be presented to the Executive Board at the end of the month.	
5.6	Cllr Cutkelvin asked in relation to funding for EMC for any work undertaken in authorities for LGR work.	
5.7	Stuart Young stated the core membership offer will provide wider forums and knowledge briefing events, however, bespoke pieces of work would be on a chargeable basis.	
5.8	Cllr Ashley Baxter asked for estimated timelines on the Business Plan for when activities will be undertaken or alternatively a RAG rating.	
5.9	Stuart Young stated this links across to the Performance Management report which is reported to Management Group on a quarterly basis.	
5.10	Stuart Young confirmed EMC is supporting GLCCA and will renew efforts to improve engagement with EMCCA.	
5.11	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Considered and advised on core priorities for inclusion within EMC's business plan 2026/27, for subsequent presentation to the Executive Board. 	
6.	Budgets and Financial Control	
	<u>Budget Monitoring Report</u>	
6.1	Steve Charlesworth introduced this report and confirmed that a budget surplus of approx. £5,800 is anticipated.	
6.2	Steve highlighted additional grants from the Home Office and MHCLG which largely in relation to income and expenditure.	

		ACTION
6.3	Outstanding grant payments include Home Office mental health and core Q3 SMP grant funding.	
6.4	<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 January 2026 and the associated forecast outturn to 31st March 2026. <p><u>Draft Base Budget 2026-27 to 2027-28</u></p>	
6.5	Steve Charlesworth confirmed grants for Hong Kong, Ukraine and Afghan budget have been included as per the previous year.	
6.6	EMC is in discussion with GLCCA for the provision of strategic transport advisory support. Any income from this has not been included in the budget figures.	
6.7	Members agreement is sought to transfer £10,800 from general reserves to staffing liabilities reserve to reflect revised estimates.	
6.8	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Endorsed the base budget for 2026/27 and 2027/28 (subject to any amendments) for consideration and approval at the Executive Board meeting on 27th March 2026, in particular: <ol style="list-style-type: none"> 1. Membership subscriptions proposed to increase by 3.8%. 2. Consultancy and Other Services income target to increase by 5%. 3. Staff pay award of 3% assumed for both years. 4. Carry forward any surplus Earned Income into 2026-27. ▪ Endorse the transfer of £10,800 from General Reserves to the Staffing Liabilities Reserve in line with the estimate of the contingent liability as it is expected to stand as at 31st March 2027. ▪ Noted the following impacts: 	

		ACTION
	<ol style="list-style-type: none"> 1. Midlands Connect secondment is anticipated to cease from April 2026. 2. Rail Collaboration Scheme scheduled to end by March 2027. 	
7.	Performance Management	
7.1	Cllr Gale Waller introduced this report.	
7.2	Stuart Young confirmed that in relation to performance against the business plan, a number of business plan objectives have been met.	
7.3	Stuart highlighted to Members the challenge in achieving the target for officer participation across the range of programmes, given all councils are signed up and places are limited.	
7.4	Councillor development continues to be a focus over the next 12-18 months.	
7.5	Concern remains in relation to West Northants Councils intention to leave EMC membership.	
7.6	Cllr Gale Waller suggested the inclusion of training at the end of the EMC policy brief.	
7.7	Stuart confirmed he will ensure this is included in future.	SY
7.8	Cllr Martin Griffiths feels the best way forward for West Northants membership would be for Cllr Sean Matthews to have discussions with their leader.	
7.9	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Considered year-end position against each of the KPIs as a measure of delivering its agreed Business Plan 2025/26. 	
8.	Corporate Governance	

		ACTION
8.1	Cllr Tricia Gilby introduced this report and highlighted the main elements of this report.	
8.2	There are no real areas of concern other than those raised previously.	
8.3	Stuart Young outlined to Members EMC's approach to risk management.	
8.4	Stuart Young updated to Members on the justification for agreeing to the exemption to tender as detailed in the report.	
8.5	In relation to the audit statements, Steve Charlesworth confirmed that ordinarily this would go with audit reports and AR27 for certification office in November. Unfortunately, the accounts were still awaiting sign off by Nottingham City Council and so preventing final sign off by the external auditor.	
8.6	Members noted that the auditor cannot separately identify cash held as Nottingham City Council do not keep a separate EMC account and therefore the auditor cannot balance this. However, the auditor receives a separate statement and will notify us every year as there is a potential risk as they cannot comprehensively validate this.	
8.7	Steve confirmed there were 2 additional MHCLG grants that require auditing. Both of these, along with the Home Office grant, form part of the audit. It is hoped from next year these will all be part of one audit.	
8.8	<p><u>Resolution</u></p> <p>Members of the Management Group:</p> <ul style="list-style-type: none"> ▪ Considered and endorsed the Annual Risk Statement and Risk Register, including those risks posed by devolution and LGR proposals, the key controls in place and any proposed action to be taken. ▪ Noted the exemption to tender process, as detailed in Section 3 of the report. ▪ Noted the Audit reports for EMC Statements of Account April 2024-March 2025 and for the Hong Kong Nationals Grant and the Ukraine Grant for the period ending 31st July 2025. 	

		ACTION
9.	Conduct and Standards	
9.1	Cllr Jewel Miah introduced this report and confirmed there are no issues to highlight.	
9.2	<u>Resolution</u> <ul style="list-style-type: none"> ▪ Members of the Management Group noted the contents of the report. 	
10.	EMC Executive Board – 27th March 2026	
10.1	Members discussed and agreed the agenda for the forthcoming Executive Board meeting on 27 th March 2026. The following reports will be included in the papers: <ul style="list-style-type: none"> ▪ Board Reports. ▪ Budget and Business Plan for endorsement. ▪ Stuart to liaise with James Naish MP for availability to attend. ▪ LGR and reflections of colleagues who have undertaken this. 	
10.2	Stuart will share a draft agenda with Members next week.	SY
10.3	Cllr Martin Griffiths offered support to other members sharing from lessons learnt in relation to LGR.	
11.	Any Other Business	
11.1	None.	



Management Group

15th May 2026

Chair's Report

Cllr Sean Matthews

Summary

The following report provides a summary information on the recent local councils elections and legislative changes.

Recommendation

Members of Management Group are invited to consider and advise on the implications of the recent local authority elections and other developments highlighted in this report.

1. Summary of Local Authority Election Results

- 1.1 Elections were held across 136 English local authorities, including London boroughs, metropolitan boroughs, county, district and unitary councils.
- 1.2 The only council that had an election in the East Midlands was Lincoln City Council (with one third of its seats up for election)
- 1.3 Nationally, over 5,000 council seats were contested.

Headline results

- 1.4 The 2026 elections represent a major shift in the political landscape, with a move away from the traditional two-party dominance.
- 1.5 In summary, the gains and losses of seats of each main political party are:
- | | |
|-------------------|--------------------|
| Reform UK | +1,451 councillors |
| Green Party | +441 councillors |
| Liberal Democrats | +155 councillors |
| Labour | -1,496 councillors |
| Conservatives | -563 councillors |
- 1.6 In terms of the numbers of councils gained or lost:
- | | |
|---------------|--------------------|
| Reform UK | gained 14 councils |
| Labour | lost 38 councils |
| Conservatives | lost 6 councils |
| Lib Dem | gained 1 council |
| Greens | gained 5 councils |
- The number of councils becoming No Overall Control increased by 23.
- 1.7 Overall, it seems that Reform UK made a particular breakthrough in former industrial areas and parts of the Midlands and North. The Green Party made strong gains in urban areas and London, including mayoral wins.
- 1.8 Labour retained control of the City of Lincoln Council. The authority is made up of 33 councillors representing 11 wards. One seat from each ward was up for election. Reform UK made the biggest gain taking four seats, with the Liberal Democrats and Green Party winning one each. Labour lost 3 seats, and the Conservatives lost all three seats they contested.

2. Political Balance

2.1 The single council election in Lincoln has a neglectable effect on the region's political balance. Nationally however, there may be a significant impact upon controlling groups at the LGA and CCN. We await confirmation of this.

2.2 A more notable effect on the region's political balance was the withdrawal from EMC membership by West Northants Councils, reducing the share of Reform UK from 29.5% to 28.2%.

2.3 The revised political balance for the region excluding West Northamptonshire:

Overall Political Balance	
Reform UK	28.2%
Labour	24.9%
Conservative	23.6%
Liberal Democrats	8.0%
Independents	15.4%

3. The English Devolution and Community Empowerment Act

3.1 The English Devolution and Community Empowerment Bill completed its passage through Parliament and received Royal Assent to become an Act on 29th April 2026.

3.2 The Act introduces 'Strategic Authorities' into law, to make it quicker to devolve powers out from Whitehall. Strategic Authorities with elected Mayors will receive more devolved powers over transport, planning, housing, and economic regeneration.

3.3 The Act also establishes Local Scrutiny Committees for mayoral authorities, which will provide scrutiny of local public spending and decision making.

3.4 Further measures in the Act include:

- Mandating Mayoral Strategic Authorities to develop local growth plans, aligning regional economic strategies with national policy.
- A new bespoke duty for Mayors and Strategic Authorities to ensure they formally consider local health improvement and health inequalities when making policy decisions.

- New powers for Mayors to intervene in planning applications of potential strategic importance, make mayoral development orders and charge a mayoral community infrastructure levy on developers.
- The establishment of the Local Audit Office to help manage council finances, ensuring auditing is carried out more efficiently and transparently.
- It should be noted that the Act does not give powers for the Government to impose strategic authorities or mayors upon local areas without their consent.

3.5 The Act is enabling in the sense that it provides for the Secretary of State to direct councils to submit restructuring proposals for replacing two-tier systems with single-tier councils.

4. Recommendation

4.1 Members of Management Group are invited to consider and advise on the implications of the recent local authority elections and other developments highlighted in this report.

Cllr Sean Matthews
Chair
East Midlands Councils



Management Group

15th May 2026

Performance Management

Key Performance Indicators 2026/27 against Business Plan

Summary

This report updates Members of the Management Group on the approach to measuring performance of EMC against its agreed Business Plan 2026/27.

Recommendations

Members of the Management Group are invited to consider and endorse the proposed key performance indicators for 2026/27, and initial progress made in the delivery of the agreed business plan.

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 2026/27. The Business Plan was developed in consultation with Members and agreed by Executive Board at its meeting in March 2026 and attached as Appendix 6(a).
- 1.3 This report proposes a set of KPIs for 2026/27 and updates on progress already made in delivery of the agreed business plan. The KPIs reflect the revised approach of the current business plan, where EMC will work across four themes: **evidencing, influencing, collaborating and delivering**. The
- 1.4 A review has been undertaken into the usefulness of previous KPIs. The revised set of KPIs is presented in this report and included within the summary of KPIs and any supporting information, attached as Appendix 6(b).

2. Summary of Performance against Business Plan

- 2.1 Performance is measured against these KPIs in this interim period (Q1, 2026/27). Members are reminded that only limited progress against the business plan can be reported, given a little over a month has passed since the commencement of Q1 2026/27. Future reporting will be within any changes to the KPIs as agreed by Management Group.

KPI 1 – Evidencing proposals for change and improvement.

- a) To undertake an annual satisfaction survey of member councils on the provision of direct support services.
✓ On Target
- b) Improve engagement with our membership with at least 75% of all councils in membership accessing EMC networks, boards and policy briefing programmes to further support opportunities for councillors' leadership.
✓ 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) Secure Parliamentary debate on securing additional investment into the East Midlands.

✓ **On Target**

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

✓ **On Target**

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

✓ **On Target**

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

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

The full cycle of Board meetings is yet to commence.

- b) To maintain levels of council membership of EMC (39 councils, as of 1st April 2024).

✓ **On Target**

- c) Working through Transport for the East Midlands and with MCCAs, local councils and sector partnerships to:

- Progress the implementation of the 8 agreed infrastructure priorities.
- Promote public investment opportunities in the region.

✓ **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 2022-26 [baseline 128 councillor places].

✓ **On Target**

While there has been no activity in Q1, due to in part to the holding of local elections; a devolution and planning briefing event is planned for July 2026.

- b) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development [baseline 2025/26; 2,310 officer places].

✓ **On Target**

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

- Asylum and resettlement
- Growth and transport
- Workforce

✓ **On Target**

- d) To facilitate networks to support joint working and share best practice and information.

✓ **On Target**

KPI 5 – Organisational and People Management

- a) Support employee engagement during time of organisational uncertainty through using pulse surveys with focused questions.

✓ **On Target**

- b) Wherever possible, to meet all staff learning and development needs, as identified by annual Performance and Development Review (PDRs).

✓ **On Target**

3. Proposed Deleted KPIs

- 3.1 As previously highlighted, the KPIs for 2026/27 have been amended to provide a more effective measure to support Members' oversight of performance against the agreed business plan.

- 3.2 For completeness, the following KPIs were deleted, with summary explanation provided:

KPI 1 – Evidencing proposals for change and improvement

- a) To provide EMC Councillors and officers with a weekly policy brief, quarterly migration bulletin and monitor feedback on a 3 month basis.
- The policy brief is now provided on a monthly, rather than weekly basis, and suggested an annual satisfaction survey should cover both direct support services and advisory briefing reports and bulletins. A combined KPI is therefore proposed.
- b) To provide benchmarking information and sharing of data and practice to inform decision-making and improvement.
- This activity is included within the wider work of EMC, and by itself, it offers little measure of value added or progress against the business plan.

KPI 2 – Influencing national decisions and decision makers

- a) Develop a portfolio of agreed policy positions on issues as identified in the Business Plan including the review of asylum contingency and dispersal arrangements, the progress of workforce priorities identified by Regional Employers & Joint Council, and lead member networks for children’s services to meet on a quarterly basis.
- The KPI failed to effectively reflect agreed policy positions, more a list of programme commitments and activity. There was also duplication with other KPIs so proposed to delete and consolidate.

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

- a) Provide strategic political leadership for the implementation of the Government investment proposals through support for the EM Stations Growth Board and associated groups, engagement with Midlands Connect, the Eastern Network Partnership and Transport for the East Midlands
- Given institutional and programme changes, this KPI became less relevant was consolidated with a similar KPI to reflect infrastructure and growth activity.

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

- a) 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’.

- The lack of feedback meant this KPI became too attainable and offered little value for measuring progress or judging the quality of programmes.
- b) To respond and fully answer 95% of advice requests from member councils within 2 working days.
- This is a legacy of customer service standards that we implemented many years ago and offers little value for the measurement of responsiveness or adequacy of support, not least as the 95% measure is the norm, with little fluctuation.

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).
- This is an indicator that most organisations monitor and benchmark, and EMC will continue to do so. In such a small organisation however, sickness absence is easily distorted by relatively small numbers in cases of absence.

4. Recommendations

- 4.1 Members of the Management Group are invited to consider and endorse the proposed key performance indicators for 2026/27, and progress made in the delivery of the agreed business plan.

Cllr Gale Waller
Lead Member
Performance Management



Business Plan 2026-27

Draft January 2026

Foreword

Welcome to the East Midlands Councils (EMC) Business Plan for 2026/27.

We are proud to lead East Midlands Councils as we focus on the coming year, one that will likely bring profound change for the sector. In the coming months, the Government will announce its preferred options for LGR, and the English Devolution and Community Empowerment Bill will receive Royal Assent, bringing in a new devolution framework. At the same time, councils will be operating within a revised National Planning Policy Framework (NPPF) and the ongoing challenge for the sector in delivering ambitious housing delivery targets.

Within this changing landscape, EMC will continue to make progress on those issues that matter to the sector. At the heart of the business plan are our objectives, how we will achieve them, and how we will demonstrate impact, through:

- Collaboration across the sector and with national bodies to deliver shared outcomes across several 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 priorities, our work on strategic transport infrastructure, including enhancing rail connectivity and the A46 and A1, and supporting councils to implement the NPPF and housing delivery.

We will continue to build strong partnerships and networks, providing focused member and officer development programmes, as well as transformation and HR support through our wider role as the Regional Employers' Organisation. We will also continue to manage important refugee and asylum resettlement programmes and provide advisory and technical expertise to the work of MPs through the region's APPG.

This Business Plan is not solely a statement of our priorities and objectives; it is a commitment to delivery, accountability and securing value for our membership, supported by EMC's performance management framework that is used to monitor and regularly report our progress and impact against the business plan.

We will continue to add value to the work of our member councils and offer all councillors and officers in the region opportunities to attend briefings, skills development, and training events. It remains important that all member councils have accessed 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 £494,000.

We remain grateful to EMC staff, councillors, and officers across the region for their efforts and ongoing engagement and look forward to continuing to work with colleagues across the East Midlands during 2026/27.



Cllr Sean Matthews
Chair of East Midlands Councils



Cllr Elly Cutkelvin
Vice-Chair of East Midlands Councils



Cllr Trica Gilby
Vice-Chair of East Midlands Councils

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Our Role and Purpose

The East Midlands is a region of 5.1 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 403,000 businesses generate a total regional output of approx. £157bn, equivalent to 5.8% of the UK economy.

Within this context, East Midlands Councils is a membership body that works on behalf of, and is the voice for, local government in the region. We are proud to represent the county, unitary, district and borough councils in the East Midlands, alongside the Peak District National Park Authority.

Our dedicated team delivers a wide range of services and programmes on behalf of our member councils. We provide practical support to help councils improve their services, alongside a strong collective voice on matters of strategic importance for the East Midlands.

Our core objective is to deliver tangible value through high-quality services and sector-led support, and by shaping policies and delivering programmes that reflect and address the needs and priorities of our members.

The common thread throughout this Business Plan is collaboration and partnership working. Through our established regional networks, commissioned research and programmes, shared learning of best practice, and joint approaches, we support the sector as it continues to deliver core services and implement an ambitious programme of change.

What We Do

EMC delivers a wide range of services and programmes in close partnership with our member councils. These activities are organised across four main work areas:

Local Government Workforce and Councillor Development

EMC is the statutory Employers' Organisation for local government in the East Midlands, supporting councils as employers, particularly in the context of LGR and organisational change. We represent councils' interests on workforce and employment matters and provide support on workforce planning, development, and councillor development. EMC also hosts the Regional Joint Council, which brings together employers and trade union representatives and provides support to councils on dispute resolution.

Asylum and Refugee Resettlement

Through the East Midlands Strategic Migration Partnership, EMC coordinates collaborative activity on asylum and refugee resettlement and manages 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 a Rail Collaboration Agreement with the Department for Transport. EMC also leads collective work to maximise the regional economic benefits of transport infrastructure investment and provides regular updates on regional growth and public investment.

Strategic Leadership

EMC plays a central role in coordinating regional leadership and collaboration across local government. We nominate representatives to key national and regional boards, including the LGA Executive and the LGA Asylum Resettlement Councils Strategic Engagement Group (ARCSEG). 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), supporting engagement between councils, businesses and parliamentarians on regional priorities.

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 services, focuses its resources where it can add the greatest value. We prioritise activity that delivers measurable impact for members, strengthening regional collaboration, and securing external funding aligned to shared priorities.

EMC maintains strong working relationships with key Government departments, including 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. These relationships support effective engagement, policy influence and programme delivery.

We will also work with business, health, and voluntary and community sector partners, and play an active and supportive role in wider regional partnerships, strengthening regional coordination and maximising the impact of our collective activity.

It is important that we measure and report our progress in meeting the objectives of this Business Plan. EMC's Management Group has responsibility for performance management, and officers will develop a revised set of key performance indicators that will provide a framework to measure overall progress and impact.

Continuing Momentum

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

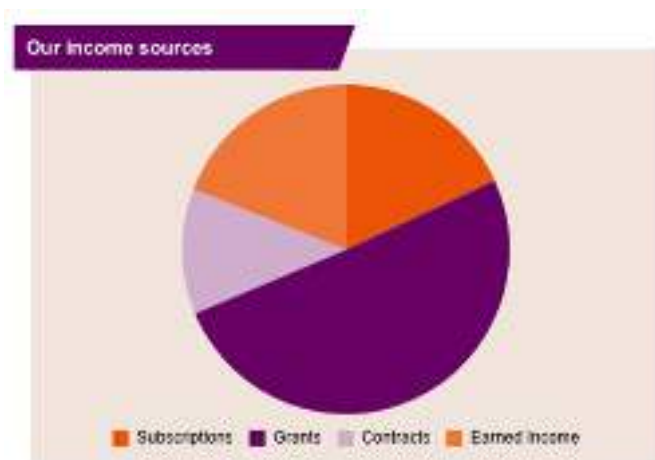


Our Funding

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.

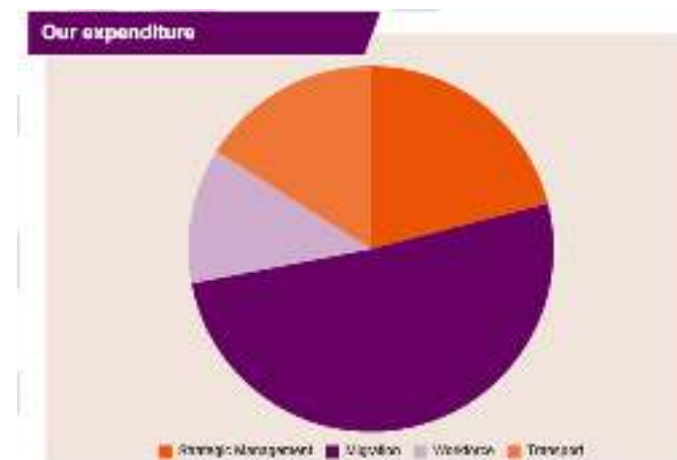
EMC's total income for 2026/27 is £1,686,700 and closely aligns with the objectives of this Business Plan.

Our income comes from the following sources:



Our expenditure is split between our core activities as follows:

The total Expenditure budget for 2026-27 is £1,686,400, split as follows:



EMC secures a significant proportion of its income from external sources, including grant funding from the Home Office, MHCLG and DfT, and income from providing advisory support to partner organisations including Midlands Connect and GLCCA. A detailed budget for 2026/27 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.

EMC Priorities for 2026/27

Proposals for devolution and local government reorganisation will be a major focus for the sector in 2026/27, leading to a period of significant institutional change from 2027 onwards. For EMC, a central priority will be to support member councils to prepare for and manage this transition. Alongside this, 2026/27 will be a year of consolidation, with national programmes continuing to be delivered and ongoing commitments to members and the Government being maintained. EMC will balance support for structural change with the need to sustain high-quality delivery across its core programmes.

Within this context of change and uncertainty, East Midlands Councils will work across the four themes of evidencing, influencing, collaborating, and delivering to provide focused, practical support to our members over the next 12 months.

Local Government and Workforce Development	
Evidencing	<ul style="list-style-type: none"> • Produce and maintain regional benchmarking on workforce capacity, skills, recruitment, retention, and organisational change. • Coordinate and draft regional consultation responses on workforce-related legislation, supporting councils with their own submissions. • Run events and practitioner networks to share advice, learning, and good practice on workforce and councillor development. • Identify common workforce challenges and support councils to co-produce practical solutions.
Influencing	<ul style="list-style-type: none"> • Lead regional engagement on pay consultations, enabling councils to shape the evidence submitted to national negotiations and reflect the East Midlands’ needs. • Agree and maintain shared regional workforce and councillor development priorities and use these to guide external engagement. • Act as a conduit between councils and national bodies (e.g., LGA, National Employers) to ensure regional needs and delivery realities are understood. • Represent councils’ workforce interests in relevant national policy discussions and sector initiatives.
Collaborating	<ul style="list-style-type: none"> • Coordinate activity through the Regional Employers’ Board and Regional Joint Council to align regional workforce priorities and positions. • Convene and support regional networks to strengthen peer support and consistent approaches across councils as authorities prepare to navigate and manage the process of implementing LGR. • Work with national partners to shape and support the development and delivery of workforce policies, services, and programmes for councils. • Broker regional partnership arrangements that help councils access support more efficiently and consistently.

Delivering	<ul style="list-style-type: none"> • Deliver learning and development opportunities for officers and members, including CPD and training offers. • Provide councils with practical support for LGR preparation and workforce transition, including targeted advice and access to expertise. • Maintain core workforce support services, including the HR helpline and regular workforce bulletin. • Deliver savings for councils through regional collaboration, partnerships, and discounted access to relevant systems or services.

Asylum and Refugee Resettlement (Strategic Migration Partnership)	
Evidencing	<ul style="list-style-type: none"> • Develop standardised regional reporting across all local authorities to give a clear picture of asylum and refugee resettlement pressures, case types, and issues. • Strengthen and standardise data and intelligence on UASC, including costs, age assessments, demographics, placement stability, health needs and demand modelling. • Evaluate ESOL delivery, ensuring learner needs, barriers, and inconsistencies are well understood and communicated. • Evaluate the Afghan Resettlement Programme (ARP) regionally to assess performance, matching success, and LA/VCSE experience.
Influencing	<ul style="list-style-type: none"> • Shape national and regional policy through evidence on UASC demand, placement and service pressures, and long-term outcomes. • Use findings from the adult asylum mental health pilot to reduce costs and secure sustainable provision. • Provide timely, practical guidance for councils on evolving legislation and asylum policy changes. • Inform and influence national decisions around funding allocations for UKRS, ARP, UASC and asylum dispersal. • Contribute to discussions around devolved ESOL budgets, including Adult Skills Funds.
Collaborating	<ul style="list-style-type: none"> • Co-design the Afghan Transitional Accommodation model with councils, Home Office and partners to tackle operational challenges. • Coordinate regional engagement on asylum dispersal, ensuring shared solutions and clear communication. • Strengthen the East Midlands’ bespoke UASC approach, including funding, placement sufficiency, legal advice, age assessments, and health. • Maintain and improve regional intelligence-sharing via ARCSEG and related groups.

	<ul style="list-style-type: none"> • Develop a sub-regional common Initial Assessment Framework for ESOL.
Delivering	<ul style="list-style-type: none"> • Ensure compliant, efficient delivery of all asylum and refugee schemes, including NTS, UKRS and ARP. • Roll out region-wide age assessment training, including new tools and facial age estimation should these procedures be implemented. • Deliver coordinated regional communication on migration-related training for LA officers, carers and partner agencies. • Provide immigration legal advice to Children’s Services and Legal Teams for UASC, migrant children, care leavers, and NRPF families. • Launch and maintain the new ESOL Information & Guidance resource, Learning English in the East Midlands.

Transport & Growth	
Evidencing	<ul style="list-style-type: none"> • Provide regular updates to members on regional economic performance, housing delivery, and investment trends. • Establish and maintain the refreshed regional transport evidence base. • Analyse and disseminate business case documentation and investment proposals relevant to the East Midlands.
Influencing	<ul style="list-style-type: none"> • Support coordinated representations to Ministers and senior officials on regional transport and growth priorities. • Produce targeted briefings for MPs, senior politicians, councils, and business leaders. • Submit representations and evidence to Great British Railways in support of regional priorities. • Align regional advocacy with Midlands Connect and England’s Economic Heartland STBs during the transition period. • Align the East Midlands effectively with the Government’s emerging Integrated National Transport Strategy and other emerging national frameworks.
Collaborating	<ul style="list-style-type: none"> • Use Transport for the East Midlands (TfEM) and its supporting officer groups as the primary vehicle for regional collaboration on transport priorities. • Work with EMCCA and GLCCA to align regional and local transport priorities • Manage the final phase of the TfEM–DfT Rail Collaboration Agreement and prepare for post-GBR arrangements. • Strengthen collaboration with the East Midlands Infrastructure Partnership, and with NESO through the RESP process.
Delivering	<ul style="list-style-type: none"> • Disseminate refreshed regional transport evidence base across member authorities and national and regional partners • Develop and publish refreshed regional transport and investment priorities to replace the TfEM/Midlands Connect Shared Vision. • Provide coordinated regional input into Great British Railways' transition and planning processes. • Support partners to use regional evidence and priorities to strengthen local funding bids and investment cases. • Co-ordinate high-quality meetings, workshops, and forums to agree priorities and share intelligence.

Strategic Leadership	
Evidencing	<ul style="list-style-type: none"> • Coordinate and submit regional responses to national consultations on behalf of member authorities. • Produce and share robust regional intelligence on economic, social, and public service pressures, including PESA and related data returns. • Analyse the local and regional impact of national policy and funding decisions. • Provide evidence-based insight to support local and regional decision-making. • Act as a collective evidence base for member authorities in discussions with the Government and partners.
Influencing	<ul style="list-style-type: none"> • Lead coordinated regional engagement and joint representations to the national Government and key agencies. • Provide the secretariat function for the East Midlands APPG to strengthen the region’s parliamentary voice. • Represent the East Midlands at national and regional forums with consistent messaging and priorities • Build and maintain strategic relationships with Government departments, Combined Authorities, and national bodies. • Monitor, escalate, and highlight emerging political, financial, and policy risks affecting the East Midlands. • Advocate for fair funding, investment, and policy approaches that reflect regional need and capacity.
Collaborating	<ul style="list-style-type: none"> • Convene political and senior officer leaders through boards, general meetings, and themed networks. • Strengthen collaboration with regional MPs through the East Midlands APPG • Provide a structured interface between the national Government and local authorities to support programme delivery. • Work closely with EMCCA and GLCCA to align priorities, programmes, and responsibilities. • Provide a platform for collective consideration on the preparation and implementation of LGR. • Facilitate joint approaches to shared challenges, including LGR, public service reform, and financial sustainability.
Delivering	<ul style="list-style-type: none"> • Organise and deliver board meetings, leadership forums, and networking opportunities for senior leaders. • Support the agreement and implementation of regional priorities and action plans. • Provide practical support to local authorities navigating Local Government Reorganisation and structural change. • Signpost, connect, and share good practice, expertise, and learning across the region. • Facilitate joint programmes, shared resources, and collaborative approaches to deliver efficiencies and savings. • Add value to partner activity through coordination, brokerage, and collective leadership.

Communicating Our Impact

Effective communication plays an important role in supporting EMC's work with member councils, partners, and national stakeholders. Our communications activity helps ensure that councils are informed, engaged, and able to respond to emerging issues, while also demonstrating the impact of regional collaboration.

EMC will continue to provide clear, timely, and relevant communications to member councils, including briefings, newsletters, and targeted updates. These will support councils to stay informed of national policy developments, regional activity, and opportunities for engagement, helping them to make informed decisions and prepare for change.

Our communications will also support the delivery of EMC's key programmes and services. This includes promoting workforce and councillor development opportunities, supporting the implementation of asylum and refugee resettlement programmes, and communicating the region's agreed transport and investment priorities. Through this work, EMC will help ensure that member councils and partners are aware of available support, progress, and outcomes, and are able to benefit from shared learning, resources, and coordinated regional approaches.

EMC will work closely with member councils and partners to communicate the region's shared priorities and provide a clear and consistent regional voice. This includes supporting engagement with Government departments, MPs, and other stakeholders, helping to ensure that the perspectives and experiences of local government in the East Midlands are clearly understood and reflected in national and regional discussions.

Across all areas of activity, EMC's communications will support transparency, share learning and good practice, and demonstrate the benefits delivered through regional partnership working.

Measuring Our Impact

This Business Plan sets out EMC's objectives and priorities for 2026/27. EMC has established governance arrangements to ensure that delivery is monitored and performance is reviewed regularly.

The Management Group has responsibility for overseeing performance and monitoring progress against agreed key performance indicators, reporting to the Executive Board as appropriate.

Each year, a set of key performance indicators is agreed to measure EMC's performance against its business plan. These indicators assess the impact of EMC's work across its core areas of Evidencing, Influencing, Collaborating, and Delivering. Progress will be reported quarterly, where applicable, with a full summary provided in the Annual Report presented to the Annual General Meeting.

Alongside this, EMC will seek to achieve the following key outcomes through its core subscription offer:

- 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 the government and other strategic partners.
- EMC activity has provided a responsive and effective channel for engagement with central government officials and other strategic partners.

Annexe 1: Budget 2026/27

PENDING FINAL APPROVAL BY EXEC BOARD

ANNEX 1	ACTUAL	BUDGET	BUDGET
	2024/25	2025/26	2026-27
	£	£	£
INCOME			
SUBSCRIPTIONS	296,200	299,200	305,700
GRANTS	808,522	1,207,700	852,300
CONTRACTS	251,808	295,000	207,500
EARNED INCOME	286,472	301,800	321,200
TOTAL	1,643,002	2,103,700	1,686,700
EXPENDITURE			
STAFFING	1,098,735	1,447,500	1,370,500
MEMBERS ALLOWANCES	11,496	22,000	22,000
PREMISES	25,840	27,800	28,600
SERVICE LEVEL AGREEMENTS	16,700	18,500	18,500
OTHER DIRECT COSTS	492,070	582,100	246,800
TOTAL	1,644,841	2,097,900	1,686,400
SURPLUS / (DEFICIT)	-1,839	5,800	300

Annexe 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 three 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 (2026/27)




KPI 1 – Evidencing proposals for change and improvement





Key Performance Indicators 2026/2027	Progress - Financial Year 2026/27	Progress
a) To undertake an annual satisfaction survey of member councils on the provision of direct support services and the monthly policy brief, monthly HR brief and quarterly migration briefing.		
b) Improve engagement with our membership with at least 75% of all councils in membership accessing EMC networks, boards and policy briefing programmes to further support opportunities for councillors’ leadership.		

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 (2026/27)





2. KPI 2 – Influencing national decisions and decision makers

Key Performance Indicators 2026/27	Achievement - Financial Year 2026/27	Progress
a) Establish an effective relationship and joint approach between councillors, combined authority mayor(s), MPs and other partners, through: <ul style="list-style-type: none"> ▪ Holding at least 3 joint events and/or summits. ▪ The agreement of joint priorities as the basis for collective work 		
b) Secure Parliamentary debate on securing additional investment into the East Midlands.		
c) Alignment and support to the work of Combined Authorities in the East Midlands.		

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 (2026/27)

d) Responses to consultation on proposed changes to employment law and national pay negotiations.		
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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 (2026/27)

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



Key Performance Indicators 2026/2027	Percentage Attendance									
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Progress
a) Maintain attendance at formal meetings of East Midlands Councils and its Boards.	East Midlands Councils	60%	69%	57%	42%	41%	49%	59%	None Held	
	EMC Boards	69%	74%	74%	70%	75%	70%	67%	None Held	





This is broken down into the following Boards.	Percentage Attendance	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Executive Board	74%	81%	70%	64%	67%	72%	69%	
Management Group	76%	89%	88%	71%	82%	87%	74%		
Regional Employers' Board	67%	66%	78%	60%	83%	71%	62%		
Regional Migration Board	71%	62%	71%	77%	80%	57%	56%		

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 (2026/27)




	Transport for the East Midlands	63%	75%	76%	76%	63%	66%	75%	
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<p>b) To maintain levels of council membership of EMC (39 councils, as of 1st April 2026).</p>		
<p>c) Working through Transport for the East Midlands and with MCCAs, local councils and sector partnerships to:</p> <ul style="list-style-type: none"> ▪ Progress the implementation of the 8 agreed infrastructure priorities. ▪ Promote public investment opportunities in the region. 		

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 (2026/27)





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

	Baseline 2022/26	Quarter 1 (Up until 6.5.26)	Quarter 2 (cumulative)	Quarter 3 (cumulative)	Quarter 4	
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 2022-26.	128	None Held				
b) Provide direct membership benefits to councils through maintaining the number of officers participating in EMC supported continuous professional development.	2310	160				
c) To make demonstrable progress in delivering on core EMC policy priority areas including: <ul style="list-style-type: none"> Asylum and Resettlement Growth and Transport Workforce 						

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 (2026/27)





<p>d) To facilitate networks to support joint working and share best practice and information.</p>		
--	--	--

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 (2026/27)

5. KPI 5 – Organisational and People Management

Key Performance Indicators 2026/2027	Progress - Financial Year 2026/2027	Progress
a) Support employee engagement during time of organisational uncertainty through using pulse surveys with focused questions.		
b) Wherever possible, to meet all staff learning and development needs, as identified by annual Performance and Development Review (PDRs).	To be completed by end-March 2027.	

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>	



Management Group

15th May 2026

Lead Member Report

Cllr Tricia Gilby

Corporate Governance

Summary

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

- Management of Organisational Risk.
- The focus of the forthcoming internal audit review.
- EMC's Draft Financial Statement.
- Proposals for the undertaking of the annual appraisal of EMC Executive Director.

Recommendation

Members of the Management Group are invited to:

- Note the summary position on organisational risk management.
- Note developments in relation to the internal audit review.
- Consider and note the EMC's External Financial Audit - Statement of Accounts 2025-26.
- Consider and agree a process for the appraisal of the EMC Executive Director.

1. Internal Audit Review

- 1.1 Included within our Accountable Body SLA with Nottingham City Council are provisions for undertaking an internal audit.
- 1.2 Recent internal audit have reviewed the management of external grant funding, corporate governance, risk, financial and asset management.
- 1.3 EMC officers are discussing the scope of the next review with the internal auditor to ensure that value added is maximised. Once the scope is agreed, it is anticipated that the audit will commence in June 2026 and expected to complete its work to enable the draft final report and opinion to be taken to the September meeting of Management Group.

2. External Financial Audit - Statement of Accounts 2025-26

- 2.1 Members are reminded of the need for a statutory audit and the production of a set of accounts to comply with the requirements of the 'Certification Office for Trade Unions & Employers' Associations' as part of EMC's role as an Employers Organisation.
- 2.2 The draft Statement of Accounts 2025-26 is attached as Appendix 7(a). The layout of the accounts is not materially different to previous years' accounts. The final Statement of Accounts, together with a copy of the AR27 form, will be forwarded to Members as soon as the external audit has been completed. Audit work will start at the beginning of June 2026 for 2025-26 accounts.
- 2.3 Members are asked to note that the draft Statement of Accounts does not include the actuarial figures (notably in Notes 1 and 7 of the Statement). At the time of writing, the Actuarial Report covering the full year period estimated at the end of March 2026 is due to be available around the middle of May. Once this is received, these figures will be included in the Statement and will immediately be forwarded to Members of the Management Group.
- 2.4 The key headline is that there is an operational surplus of £1,000. This means that General Reserves have increased from £598,000 to £599,000. This is after various receipts in advance have been carried forward into the 2026-27 accounts, as agreed at the March 2026 meeting of the Management Group.

3. Risk Management

- 3.1 EMC's risk register reports against each of the key risks identified by EMC and, for each risk, includes information such as potential impact, key controls and suggested response to mitigate each risk.
- 3.2 Since risk management was last considered by Management Group in March 2025, the cohort of new council leaders does present a challenge to EMC as there has been little or no engagement with them prior to the elections. Introductory meetings will be arranged with the new council leaders and advice sought from respective chief executives. The updated risk register is attached as Appendix 7(b).

4. Annual Appraisal of Executive Director

- 4.1 The appraisal of the Executive Director should be carried out by senior elected leadership of EMC. In previous years, a small cross-party panel, undertook the appraisal. It is proposed that this approach is continued.
- 4.2 It was agreed that, for purposes of inclusivity, the appraisal panel should reflect all political groups and both tiers of local government in membership of EMC and should be chaired by EMC Chair. The following membership was therefore previously agreed:
- Chair
 - Principal Vice-Chair
 - District Vice-Chair
 - Lib-Dem Group Leader
 - Independent Group Leader
- 4.3 However, given recent political changes, the above membership template no longer provides for political inclusivity, particularly at the expense of the Conservative Group. It is therefore suggested that future membership of the appraisal panel should comprise:
- Chair
 - Principal Vice-Chair
 - District Vice-Chair
 - The Group Leader of each political group formally recognised within EMC's governance (as of May 2026, the Conservative, Independents, Labour, Liberal Democrats and Reform political groups).
- 4.4 Further information on the approach is detailed in Appendix 7(c).

5. Recommendations

Members of the Management Group are invited to:

- 5.1 Note developments in relation to the internal audit review.
- 5.2 Consider and note the EMC's External Financial Audit - Statement of Accounts 2025-26.
- 5.3 Note the summary position on organisational risk management.
- 5.4 Consider and agree a process for the appraisal of the EMC Executive Director.

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



East Midlands Councils

2025/26 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.

_____ Date: _____
Gareth Robinson
Interim Director of Finance and Deputy Section 151 Officer, Nottingham City Council

_____ Date: _____
Stuart Young
Executive Director of East Midlands Councils

Statement of Comprehensive Income as at 31 March 2026

2024/25		Note	2025/26		
Net £000			Gross Expenditure £000	Gross Income £000	Net £000
	Income				
296	Subscriptions / Membership	6		306	
1,300	Government Grants / Contracts	6		1,630	
329	Other Income	6		381	
33	Investment Income	6		29	
	Expenditure				
(1,367)	Staffing Expenses		(1,348)		
(21)	Other Indirect Staffing		(19)		
(26)	Property Expenses		(27)		
(15)	Transport Expenses		(16)		
(471)	Supplies and Services		(838)		
(65)	Other Recharges		(97)		
(7)	NET INCOME		(2,345)	2,346	1
33	Pension Adjustment				
26	PROFIT / (LOSS) after Pension Adjustments				
	OTHER COMPREHENSIVE INCOME AND EXPENDITURE				
(357)	Other Gains and Losses				()
(331)	TOTAL COMPREHENSIVE INCOME / (EXPENDITURE) FOR THE YEAR				()

Statement of Financial Position as at 31 March 2026

2024/25 £000		Note	2025/26 £000
-	Equipment	8	-
-	Net Pension Scheme Asset		-
-	Long Term Assets		-
187	Short Term Debtors	9	137
0	Short Term Prepayments	9	0
959	Cash and Cash Equivalents	9	1,008
1,146	Current Assets		1,145
(24)	Short Term Creditors	10	-
(524)	Short Term Grant / Grant and Contract Receipts in Advance	10	(546)
(548)	Current Liabilities		(546)
598	NET ASSETS / (LIABILITIES)		599
598	Revenue Reserve (See Note 11)		599
0	Pension Reserve		0
598	TOTAL RESERVES		599

Statement of Cash Flows as at 31 March 2026

2024/25 £000		Note	2025/26 £000
(40)	Net Operating Profit / (Loss)		(28)
(181)	Change in Creditors		(2)
187	Change in Debtors		50
(34)	Total Movement from Net Operating Profit / (Loss)		20
33	Investment Income		29
(1)	Net Increase or (Decrease) in and Cash Equivalents		49
960	Cash and cash equivalents at the beginning of the reporting period		959
959	Cash and cash equivalents at the end of the reporting period		1,008

Summary of Operating Profit / (Loss)

	2024-25 £000	2025-26 £000
Profit /(Loss)	(7)	1
Investment Income	(33)	(29)
Operational Profit / (Loss)	(40)	(28)

Statement of Changes in Equity as at 31 March 2026

2025/26	Revenue Reserve £000	Pension Reserves £000	Total Reserves £000
Balance at 31 March 2025	598	0	598
Movement in 2025/26			
Total Comprehensive (Expenditure) & Income	1	()	1
Movement on Pension Liability	-	-	-
Balance at 31 March 2026	599	0	599

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

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 made on deferred terms, the consideration receivable is recognised initially at the cash price equivalent. The difference between this amount and the total payments received is recognised as interest revenue in the Net Operating Profit or Loss. Short duration receivables with no stated interest rate are measured at original invoice amount where the effect of discounting is immaterial.
- Non-Current Assets are accounted for in line with IAS 16, IAS 36 and IAS 38. All expenditure on the acquisition of Plant and Equipment is capitalised on an accruals basis provided that these assets yield a benefit to the organisation for a period of more than one year and is above a de-minimis limit of £1,000 for individual items. Plant and Equipment valuation is based on depreciated historical cost and is depreciated on a straight-line basis over 5 years. Additions below the de-minimis level are recognised in the Statement of Comprehensive Income as revenue expenditure. EMC does not presently own any land or buildings or any other categories of Non-Current Assets.
- The Equity of the Organisation is shown as Reserves in the Balance Sheet. These are compliant with IFRS but follow the provisions of the Local Authority Accounting Code of Practice which establishes Reserves to allow the carry forward of balances to the following year. The Reserves are made up of the following:
 - Revenue Reserves which are made up of excess income and grants from previous years with no conditions for repayment outstanding. This funding can be used for all types of expenditure during future years.
 - Pension Reserve which is an unusable reserve showing the balance of the net pension asset.

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

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

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

- **Termination Benefits**

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

- **The Local Government Pension Scheme**

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

Entity	Discount Rate
	%
Nottinghamshire County Council	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 2026 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 2024	605	324	929
Transfer to Revenue	(7)	(324)	(331)
Balance at 31 March 2025	598	0	598
Transfers from Revenue	1	()	1
Balance at 31 March 2026	599	0	599

6. Partnership and Government Income

	2024/25 £000	2025/26 £000
Subscription	296	306
Government Grants – Home Office Migration-related	378	501
- DLUHC Hong Kong / Ukraine	492	568
- DfT Rail Collaboration Scheme	114	156
Contractual Agreements – Midlands Connect / Other Partnerships	298	405
Other Income	380	410
Total	1,958	2,346

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 2026:

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	2024-25 £000	2025-26 £000
Current Service Cost	(166)	()
Total Operating Charge	(166)	()
Return on Pension Assets	(155)	()
Interest Cost on Pension Liabilities	188	
Net Pension Finance Costs	33	

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

Nottinghamshire County Council	2024-25 Total Costs £000	2025-26 Total Costs £000
As at 1 April	3,792	
Obligation Created	-	-
Current Service Cost	166	
Interest Cost	190	
Employee Contributions	82	
Actuarial Gain / (Loss)	(736)	()
Benefits Paid / Obligation	1	
Past Service Costs	-	-
Curtailments and Settlements (Asset Ceiling)	1,051	
Change in demographic assumptions	(9)	()
As at 31 March	4,537	

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

Nottinghamshire County Council	2024-25 Total Costs £000	2025-26 Total Costs £000
As at 1 April	4,116	
Expected return on Assets	210	
Actuarial Gain / (Loss)	(50)	()
Employer Contributions	181	
Employee Contributions	82	
Benefits Paid	(2)	()
Curtailments and Settlements	-	-
As at 31 March	4,537	

Local Government Pension Scheme assets comprised of:

	2024/25		2025/26	
	£000	% of total assets	£000	% of total assets
Equities	2,352	52%		%
Gilts	377	8%		%
Other Bonds	292	7%		%
Property	465	10%		%
Cash	247	5%		%
Inflation-linked pooled fund	314	7%		%
Infrastructure	332	7%		%
Private Equities	158	4%		%
As at 31 March	4,537	100%		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 2026.

The principal assumptions used by the actuary have been:

Nottinghamshire County Council	2024-25 Assumptions	2025-26 Assumptions
Mortality Assumption (in years):		
Longevity at 65 for Current Pensioners:		
Men	20.4	
Women	23.3	
Longevity at 65 for Future Pensioners		
Men	21.7	
Women	24.7	
Rate of Increases in Salaries	3.85%	%

Rate of Increase in Pensions / Inflation	2.85%	%
Rate for Discounting Scheme Liabilities	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 2025 £000	31 March 2026 £000
Partnership Contributions	79	46
Other Government Bodies	90	90
Other Entities and Individuals	18	1
Total	187	137

Prepayments

	31 March 2025 £000	31 March 2026 £000
Partnership Contributions	0	0
Total	0	0

Cash and Cash Equivalents

	31 March 2025 £000	31 March 2026 £000
Cash	959	1,008

10. Short Term Creditors

	31 March 2025			31 March 2026		
	Creditors £000	Receipts in Advance £000	Total £000	Creditors £000	Receipts in Advance £000	Total £000
Partnership Organisations	-	135	135	-	44	44
Other Government Bodies	-	389	389	-	502	502
Other Entities and Individuals	24	-	24	-	-	-
Total	24	524	548		546	546

11. Reserves

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

	2024-25	2025-26
	£000	£000
Staffing Liabilities	393	410
Renewals	36	36
LG Re-Structuring	33	33
General	136	120
Total	598	599

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 \(emcouncils.gov.uk\)](https://emcouncils.gov.uk)
- The Executive Board is the strategic decision-making body of EMC on issues of interest and relevance to Local Authorities at the regional level.

Central Government

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

Local Government

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

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

Membership

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

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

The Executive Board operates control over the organisation's financial and operating policies. The total of members' allowances paid in 2025/26 is £19k (2024/25: £21k). 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	2024/25 £000	2025/26 £000
Executive Director		
Salary	99	120
Benefits in Kind	-	-
Pension Contributions	30	36
Total	129	156

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 2026.

_____ Date: _____

Gareth Robinson

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

_____ Date: _____

Stuart Young

Executive Director of East Midlands Councils

Risk Register	
East Midlands Councils	
Date Prepared:	May 2026
Prepared by:	EMC Management Team

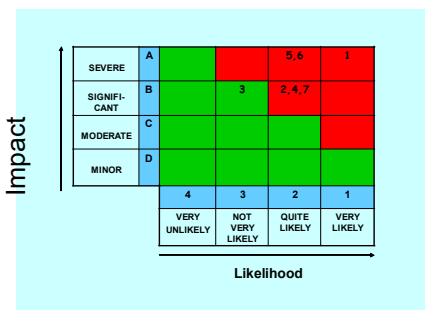
Risk	Impact	likelihood	Key Controls in Place	Further Action to Be Taken	Risk Owner
1. Loss of Authorities in Membership West Northants Councils enforced their notice to leave membership wef 31 st March 2026.	A	1	<ul style="list-style-type: none"> ▪ Communicating the benefits of EMC membership. ▪ Understanding 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. ▪ 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	<ul style="list-style-type: none"> ▪ Regular team meeting and 1 to 1s; staff appraisals. ▪ Implementation of 'pulse surveys' of very focused questions, with trend analysis. 	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 2026/27. ▪ 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 2026/27 budget setting process. 	Management Team
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 grant for 2026/27 still to be confirmed for asylum and refugee resettlement programme delivery. ▪ MHCLG resettlement (including Ukraine) grant agreement still to be confirmed for 2026/27. ▪ 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 an LTA partners of project delivery and spend. 	<ul style="list-style-type: none"> ▪ All opportunities will continue to be explored, including with 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. ▪ Consideration of options and managerial response should there be a significant reduction in grant income. ▪ Demonstrate value-added of partnership, including performance management of programme delivery. ▪ Review of programmes to ensure only grant funded activity is undertaken. 	Management Team

<p>7. Emerging Partnerships and local government reorganisation</p>	<p>B</p>	<p>2</p>	<ul style="list-style-type: none"> ▪ Implications of English Devolution and Community Empowerment Act, 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. ▪ Senior advisory support provided to GLCCA in the delivery of their transport programmes. ▪ On-going work with Government to confirm the new model for sub-national asylum and resettlement delivery arrangements post-2027. 	<p>Management Group Management Team</p>
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KEY



Some Extra Risk Management Action



No Extra Risk Management Action

Executive Director Appraisal Process

1. Introduction

- 1.1 It is good practice for all staff to have a regular appraisal of their performance. This allows two way feedback from employees to managers and leaders, and for targets to be established linked to organisational objectives. Appraisals form the basis of an objective assessment of individual performance over time.
- 1.2 It was previously agreed, for purposes of inclusivity, that the appraisal panel should reflect all political groups and both tiers of local government in membership of EMC and should be chaired by EMC Chair. Within these agreed principles, and to reflect recent political changes, it is suggested that membership of the appraisal panel should comprise:
- Chair
 - Principal Vice-Chair
 - District Vice-Chair
 - The Group Leader of each political group formally recognised within EMC's governance (as of May 2026, the Conservative, Independents, Labour, Liberal Democrats and Reform political groups).

2. Suggested Process

- 2.1 The recommended approach is designed to avoid unnecessary bureaucracy and is based on current best practice, where the focus is on the overall role and key priorities for the future, rather than complex ratings of past performance.
- 2.2 The appraisal meeting should take place once the business plan and associated KPIs for the forthcoming year have been agreed, as this would help to indicate future priorities for the Executive Director.
- 2.3 The Executive Director will provide a report for the appraisal meeting which would provide a self-assessment of performance over the last year – key achievements and any aspects that haven't gone so well, along with any relevant learning points.
- 2.4 Members of the appraisal panel will provide feedback to the Executive Director on performance in the last year.
- 2.5 The Executive Director's report will also include suggested priorities for the forthcoming year, for discussion and agreement with Members of the appraisal

panel. Progress on these priorities will form the focus of the next year's appraisal meeting.

- 2.6 The meeting will also consider any support, resources or personal development plan that may be required to help the Executive Director achieve future priorities or that have been identified from the review of the last year's performance.
- 2.7 A summary of the meeting, including the agreed priorities, will be reported to the subsequent meeting of the Management Group and held on the Executive Director's personal file.



Management Group

15th May 2026

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. All declaration of interest forms 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