



ANNUAL REPORT

2015-16



July 2016

EMC Annual Report 2015/16

1. Chairman and Executive Director's Report

Welcome to the East Midlands Councils (EMC) Annual Report 2015/16.

This Annual Report is part of how EMC accounts to its membership. 12 months ago, Members agreed a set of priorities that EMC needed to make progress on.

12 months on - EMC is now reporting back to its membership on how it has delivered against these commitments. This Annual Report covers the services provided by EMC, including lobbying for greater investment and infrastructure funds, providing focused member and officer development programmes and our role as the Regional Employers' Organisation; as well as taking forward the increasingly important migration work through the Strategic Migration Partnership.

The 4 pillar approach continues to provide the framework for EMC's work, these pillars being an all-member organisation, policy development, collective work and lobbying, and improving communications. In many areas, there has been significant and demonstrable success; in other areas there is still work to be done and we need to continue to respond to the changing context of national government policy and the uncertainties that Brexit brings.

As an 'all-member organisation'; we routinely offered *all* councillors in the region opportunities to attend our briefing, skills development and training events with **1850** councillors and officer places taken throughout the year (**9% increase on 2014/15**). We have continued to offer advice, access to low cost services and capacity support to our member councils and all councils in membership accessed at least one of these discounted services during 2015/16 with **EMC delivering total savings for councils estimated to be £844,500 – a return of over 3:1 against total member subscriptions.**

On policy development, East Midlands Councils hosts the Strategic Migration Partnership to co-ordinate activities on the dispersal, accommodation and support of asylum seekers and refugees across the region. This has included support to the Home Office in working with councils on widening asylum dispersal areas, hosting a Ministerial conference on the Syrian Resettlement Programme and coordinating the East Midlands response that accommodated nearly 100 of the 1000 refugees who arrived nationally before Christmas 2015. The migration partnership is now set to take on a number of further roles and responsibilities, including the management of UASC and Syrian Resettlement Programmes.

With strong support from LEPs and councils, our approach to economic growth has been further guided by EMC working closely with the West Midlands to develop the 'Midlands Connect' initiative, which has now secured DfT financial support (£5 million) to develop a Strategic Transport Strategy with investment priorities by March 2017. Alongside this, EMC has supported the establishment of the Midlands Engine and its developing programme of work. These proposals have the backing of Government and secured over £250,000 of support funding as part of Budget 2016 announcement.

On collective work and lobbying, in conjunction with the National Housing Federation, EMC has completed a review into the housing challenges for this region. On Hs2, EMC has worked closely with councils to broker a regional agreement on the preferred Hub station location at Toton, and is playing a key role in the development of an Hs2 Growth Strategy to maximise the economic benefits of Hs2 to the whole of the East Midlands. Outside of this region, EMC is working with councils and LEPs across the Midlands and the North through 'Hs2 East' partnership to promote the delivery of Hs2 Eastern Leg as a whole, including improved links to the North East and Scotland.

We continue our work with MPs. EMC in conjunction with the East Midlands Chambers of Commerce has supported the East Midlands All Party Parliamentary Group and this was of real value in successfully lobbying for the 'unpausing' of the Midlands Mainline electrification and upgrade investment.

EMC in its role as the regional employers' organisation has provided opportunities for local authorities in the region to influence national pay negotiations and developing employment legislation. This has included responses to proposals relating to exit pay, the introduction of an apprenticeship levy and targets for the public sector. On proposals for trade union reform, successful lobbying led to the retention of 'check-off' facilities. We have also provided direct organisational support and HR services on **44 different assignments** to councils in the region, including but not limited to Interim HR and Learning and Development Support, restructuring and reward advice, grievance and disciplinary advice and investigations, mediation and outplacement.

On communication, it is essential to demonstrate the value and impact of our work, and EMC needs to ensure that *all* councillors are well informed on issues that matter to the sector. As part of this, there has been good progress in our work with local radio, press and regional TV networks and there will be further opportunities to more fully involve our members in this work.

And on finances, just like the sector itself, EMC faces significant pressures on resources. Over the last year, however, EMC has secured new sources of external grant funding to support our economic infrastructure work alongside other sources of income, as well as continuing to reduce costs in order that we deliver a balanced budget. Our future success will rest on how EMC delivers ever greater value-added to our member councils at a time when they themselves are facing significant reductions in their own funding.

Finally, we would like to thank councillors, partners and staff for their support; the progress made over the past 12 months and our achievements are testament to their efforts. We value the continued support, advice and guidance of our members and look forward to working on your behalf during 2016/17.



Cllr Martin Hill OBE
Chairman
East Midlands Councils



Stuart Young
Executive Director
East Midlands Councils

2. Annual Accounts 2015-16

This financial statement details the financial position of East Midlands Councils for the year ending 31st March 2016. Reserves stand at £659,465 as at 31st March 2016.

Management Accounts (Period 1st April 2015 – 31st March 2016)¹

BUDGET	2015/16 BUDGET	ACTUAL SPEND	VARIATION
INCOME	£	£	£
Grants	285,500	235,000	-50,500
Subscriptions	255,200	255,200	0
Other Income	379,400	372,100	-7,300
TOTAL INCOME	920,100	862,300	-57,800
EXPENDITURE			
Staffing Costs	641,700	639,000	-2,700
Member Allowances	20,500	20,500	0
Direct Costs	97,800	97,800	0
Indirect Costs	160,100	158,100	-2,000
TOTAL EXPENDITURE	920,100	915,400	-4,700
OPERATIONAL DEFICIT	0	-53,100	-53,100

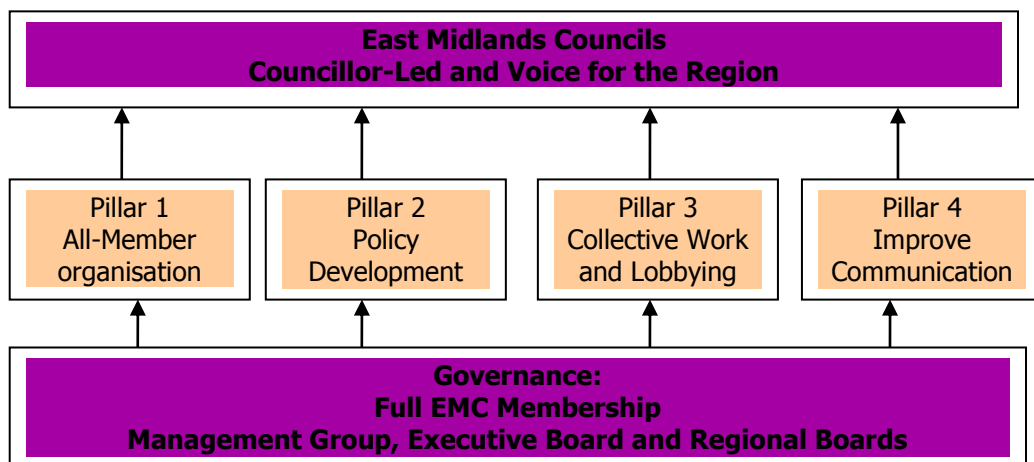
The Statement of Accounts will be audited and presented to Management Group at their meeting on 9th September 2016.

¹ The accounts of East Midlands Councils are formally consolidated within those of Nottingham City Council (our accountable body during 2015/16), who are responsible for the providing the formal Statement of Accounts.

3. The 4 Pillar Approach to Regional Work

Members unanimously agreed a four pillar approach as the framework for all work that EMC undertakes on behalf of its member councils:

- a) An 'all-member' organisation - offering opportunities for all councillors to become actively involved.
- b) Policy development with a clear membership mandate.
- c) Linking EMC's campaigning and lobbying activities with the collective work of member councils.
- d) Improving communication with the membership and better promote the region.



4. Achievements 2015/16

Pillar 1: All-Member Organisation

Members set the challenge for EMC to become an ‘all-member organisation’ that offers opportunities and involves *all* councillors in the work of the organisation, rather than a limited number who comprise the *actual* membership.

There is an offer to all 2,000 councillors in the region. All councillors are regularly offered opportunities to attend briefing and development events at nil or very low cost. All councils and councillors are offered opportunities to inform our work – and in September 2015, EMC launched its new look Policy Briefing – with this now offered to all councillors in the region.

The following summary provides an illustration of our work under this ‘pillar’. Councillor Development was an important element of the 2015/16 Business Plan and successes included:

- Delivery of two high profile summits, which have brought Government Ministers and industry experts to the East Midlands.
- Delivered a valued regional programme of policy briefing events.
- Focused skills development sessions.
- All Party Parliamentary Group (APPG) policy based events.

The focus of the Councillor Development programme offered to Councillors in the East Midlands reflects the changing nature of local government while at the same time was designed to support both new and existing Councillors. With a number of summits, seminars and APPG meetings, it is pleasing to reflect that the number of councillors participating in EMC programme exceeding the targets set for the year.

a) Councillors’ Knowledge Briefing Programme

The Regional Programme of Briefing events has been running for four years, moving into the fifth year in 2016-17.

The Regional Programme of Briefing events over 2015-16 has offered 6 different policy based knowledge briefing events for Councillors across the East Midlands.

- The Shape of Local Government and Public Services Post-Election
- Key Issues for Local Government, Policy Update event
- Delivering Services Differently
- Infrastructure
- Community Leadership in the East Midlands
- Future Councillors

303 councillors from 33 different councils have taken advantage of this programme and feedback remains positive.

b) Councillor Development Skills Workshops

The 2015/16 programme of skills development sessions were identified in order to support newly elected Councillors in the post-election period and each of the sessions were selected to complement and add value to induction programmes offered by local authorities. The following workshops were delivered with a total of 138 councillors attending:

- The Role of the Civic Head and Team
- Mentoring for Mentors & Mentees
- New Role as a Councillor
- Chairing and Facilitation Skills
- Scrutiny and Effective Challenge
- Raising the Bar in Scrutiny
- New Role as a Councillor – 6 month follow up review, reflection and action planning
- Influencing Skills
- Speed Reading

c) Networks

To support the leadership of councillors and the sharing of best practice on the important issues for the sector; EMC has managed the following regional lead-member networks on behalf of its members:

- Adult Social Care
- Children's Services
- Health and Wellbeing Boards
- Scrutiny
- Councillor Development

In-house Councillor Development Support

A key area in which East Midlands Councils provides support to authorities complements their own in-house member development programmes. Through the regional perspective and extensive experience of working with Councillor Development, East Midlands Councils is able to design and deliver councillor learning and development or identify appropriate facilitators to meet their internal needs. Since May 2015 examples of the in-house development sessions provided to several authorities are:

- Chairing skills

- Scrutiny
- Community Leadership
- Mentoring Skills
- 'Being an Effective Councillor'
- Managing Ward Work

East Midlands Councils has also provided interim Councillor Learning and Development support to design, deliver and evaluate the in house induction programme for Councillors as well as delivering 1:1 personal development planning discussions.

d) East Midlands Councillor Development Charter

It was with great pleasure that EMC was able to award the Councillor Development Charter Reaccreditation to Boston Borough Council in March 2016.

e) Discounted Services for Member Councils

Councils in membership of East Midlands Councils benefit from a range of services that are discounted. This includes consultancy support for individual councils; 44 separate assignments were completed during 2015/16, with high levels of feedback from the councils on the quality of the support provided.

Additional discounted services include the 'e-Paycheck' pay benchmarking database; East Midlands Jobs employment portal; the IT security service (WARP); and XperthHR on-line information system for HR compliance, good practice and benchmarking information. **All councils** in membership accessed at least one of these discounted services during 2015/16; with **EMC delivering total savings for councils estimated to be £844,500 – a return of over 3:1 against total member subscriptions.**

f) Support for Officers

▪ **East Midlands Coaching Network**

Providing quality and cost effective reciprocal coaching, the EMCN provides access to a broad range of development opportunities and to a network of qualified coaches for local councils to build their own coaching capacity. In 2015/16, 11 local authorities subscribed to the network, which incorporates 56 coaches, 110 coachees and 3 coaching supervisors and 5 Independent coaches quality assured through the network. Regular CPD sessions including an annual conference are provided to support the coaches in their coaching activity.

- **Continuing Professional Development (CPD) Programme**

Last year East Midlands Councils once again offered the low-cost Continuing Professional Development (CPD) programmes for both planners and environmental health officers. Across the two programmes, 1411 delegate places were provided, enabling the officers concerned to gain over 8000 hours of continuing professional development.
- **Regional Leadership and Coaching Programmes**

Throughout the year EMC has successfully delivered ILM 5 programmes in both Leadership Management and Coaching providing quality development at very cost effective rates.
- **Advice on HR Issues**

In its role as the Regional Employers' Organisation, EMC provides a free advice service to member authorities on HR queries and issues. During 2015/16, EMC responded to 31 separate requests for assistance received from HR professionals in authorities across the region. This year, EMC also launched a new HR Bulletin, providing up-to-date information and advice which has been extremely well received.
- **Research and Information Requests**

81 separate research assignments were carried out by EMC during 2015/16 for local authorities. These enabled officers in member councils to share policies and practices on a broad range of employment issues
- **IT Security Network**

East Midlands Councils coordinates a regional network of IT Security Officers, with 29 local authority members. During 2015/16 four quarterly meeting took place, providing a secure platform for IT security professionals to discuss current challenges facing IT networks. In July 2015, the IT security network offered member authorities an opportunity to hear directly from the Cabinet Office on changes to the Public Sector Network.

Pillar 2: Policy Development

With a focus on ensuring councillors have a better understanding and engagement with policy development of importance to the region, during the course of 2015/16, East Midlands Councils undertook the following work, not solely to inform a 'regional position' on policy, but also to ensure that policy is better informed by, and reflects, local priorities, concerns and opportunities.

a) Employers' Board and Regional Joint Council

EMC in its role as the regional employers' organisation has provided opportunities for local authorities in the region to influence national developments in pay, collating views and ensuring these are used to inform national negotiations.

EMC has responded to government consultation on developments in employment legislation to represent the interests of councils in the region. Over 2015/16, this has included proposals relating to caps on exit pay in the public sector, repayment of exit pay for those returning to the public sector, a levy and targets for apprenticeships in the public sector, trade union reform.

During the year, East Midlands Regional Joint Council lobbied against Government proposals to remove the provision for public sector workers to pay for their trade union subscriptions via wage deductions (known as 'check off'). This facility is clearly convenient to employees but is also useful to employers, as it gives an indication of union membership levels and is often a service that is paid for by the trade unions. It was announced in April 2016 that this proposal within the Trade Union Bill has now been amended so that check off can continue, as long as unions bear the administrative cost and employees have the option of paying their subscriptions by other means if they wish.

EMC has added value by providing free advice and guidance to authorities on the implementation of employment legislation and national terms and conditions. New regulations relating to conduct issues with statutory officers and emerging case law on holiday pay and sick pay have been common issues that authorities have sought advice on during 2015/16. Additional priorities were also identified and agreed for the future work programme of the employers' organisation:

- Integration of the workforce within health and social care sectors
- Demonstrating the value placed in the workforce within the context of austerity
- The public sector worker of the future
- Benchmarking senior level pay

b) Migration

International migration is an important issue for local communities and councils, particularly in the effective planning for and delivery of public services.

Asylum and refugee resettlement programmes have become increasingly important and central to the work of the East Midlands Strategic Migration Partnership (EMSMP). On asylum dispersal, EMC continues to work with the Home Office and its contractor (G4S) to ensure an appropriately managed dispersal programme, while also working with councils in efforts to widen the number of dispersal areas in the region. Alongside asylum dispersal, the migration partnership has taken a lead role in managing the programme for the Syrian Vulnerable Persons Resettlement programme, with 100 refugees resettled in December 2015 and councils pledging further support in the future. A regional lead Chief Executive has been identified - John Robinson, Chief Executive, Gedling Borough Council.

Wider work included:

- EMSMP hosted a conference on Syrian refugees attended by over 120 delegates from Councils across the region in February.
- EMSMP has developed a regional delivery model for the Syrian resettlement scheme to take forward the programme in 2016/17
- The anti-human trafficking partnership for the East Midlands welcomed Kevin Hyland, OBE, Independent anti-Modern Slavery Commissioner and Paul Broadbent Chief Executive of the Gangmasters' Licensing Authority to the September meeting. Mr Hyland and Mr Broadbent consulted on their organisational priorities and suggested that the model of partnership working in the East Midlands be used as a pilot for other areas.
- EMSMP has provided training for 33 delegates in age assessment for unaccompanied minors.
- The EMSMP provided a detailed response to the consultation on the Immigration Bill on support to failed asylum seekers.
- Hosted a consultation event for councils on the English language requirements for public sector workers.
- EMSMP and EMC hosted an event on the impact of intra EU migration and implications for changes to the free movement rules attended by 34 delegates
- Identified three additional asylum dispersal areas in the East Midlands and facilitated further discussions across the region.

Pillar 3: Collective Work and Lobbying

2015/16 has seen the organisation place greater effort on its collective, partnership work and lobbying activity. It is important that East Midlands Councils provides an effective platform for councillors' leadership; to speak authoritatively on the important issues for the region and to establish a more effective joint approach with MPs, MEPs, business leaders and the voluntary and community sector. In response to these challenges, the following work has been undertaken:

a) Housing

Housing and planning remain key priorities for the sector – and there is no doubt that we are facing a national housing crisis with the need for housing far exceeding the supply of decent, affordable homes. In response, in March 2015 the Executive Board agreed to take forward a review of housing delivery in the East Midlands to be led by Cllr Chris Millar.

Developed in partnership with the National Housing Federation and local housing providers, East Midlands Councils has set out many of the key housing challenges in the region, the changing housing landscape (including the potential impact of the Housing and Planning Act, 2016) and to identify where we need to do better at both a local and national level in order to provide more housing for people who are looking for a home of their own.

The review's final report and recommendations was endorsed by the EMC members in February 2016 and was the basis for a successful housing summit held in June 2016.

http://www.emcouncils.gov.uk/write/EMC_Housing_Review_June_2016.pdf

b) EMC Infrastructure Priorities

Research has clearly shown that the region is losing out in terms of funding to support housing, economic growth and wider infrastructure. Building on previous initiatives and following consultation with the full EMC Membership, EMC agreed to prioritise five key infrastructure priorities for 2015/6 as part of a more strategic approach to lobbying for infrastructure investment. The current status of each priority is set out below.

Priority	Progress
Midland Main Line Market Harborough Enhancement	Growth deal funding is in place to cover most of the cost of the scheme. Network Rail is undertaking work to better define costs and outputs and the scale of any further contributions as part of the MML upgrade and electrification works.
A5 (M42-M69) Strategic Enhancement	Funding for the Longshoot to Dodwells section was included in the Government's Roads Investment Strategy (RIS 1). There has been positive feedback on the prospects of funding for scheme development across the full route – but will need to be taken through the Midlands Connect process.
Newark Strategic Road & Rail Enhancement	Network Rail has made available resources to explore proposals for a 'Newark flyover'. Development money for the A46 Newark Northern bypass was announced in the Government's RIS (1) and has been endorsed by Midlands Connect
North Leicestershire Strategic Rail Enhancement (including Burton-Leicester re-opening)	A study to develop proposals for further rail investment has been led by the Leicester and Leicestershire LEP. Recent LEP analysis has cast doubt on the viability of Burton-Leicester re-opening.
A14 Enhancement	Proposals for a new Junction 10a at Kettering were announced in the Government's RIS (1)

c) Midlands Connect & Midlands Engine

EMC has worked closely with LEPs and Local Transport Authorities across the Midlands to develop the Midlands Connect Initiative, which aims to develop a strategic economic case for boosting strategic transport investment across the Midlands post 2020. The allocation of £5 million from the DfT in the 2015 budget has allowed the partnership to accelerate its work, with the aim of producing a prioritised Strategic Transport Strategy for the Midlands by March 2017.

As well as playing a key role in the technical work, EMC has helped to put in place robust but inclusive governance arrangements for Midlands Connect, including the recruitment of Sir John Peace as Chairman.

Sir John has recently taken on a similar role for the Midlands Engine initiative, which was launched by the Business Secretary in December 2015.

d) Midland Main Line Upgrade & Electrification

EMC continues to promote the delivery of Midland Main Line upgrade and electrification, working closely with Network Rail and individual councils. Following the announcement of a 'pause' in the project in 2015, EMC mobilised political and business support to reinstate the project, including a well-attended event at the House of Commons and a meeting with the Secretary of State. Following the 'unpausing' of the project in September 2015, EMC has started to work with the DfT on priorities for the next East Midlands Franchise Competition.

e) High Speed Rail

Hs2 has the potential to generate major economic benefits for the local economies of the East Midlands through increased connectivity with the major cities of the west midland and the north, as well as London and the South East. Given the economic strengths of the East Midlands in transport engineering and construction, Hs2 also represents a major business opportunity for local companies.

This area of work has been led by EMC through the Hs2 Strategic Board, chaired by Cllr Jon Collins. It has worked closely with councils to broker a regional agreement on preferred Hub station location at Toton, and is continuing to work with councils and LEAs in south and west Yorkshire through Hs2 East partnership to promote the delivery of Hs2 Eastern Leg as a whole, including improved links to the North East and Scotland.

EMC is also playing a key role in the development of an Hs2 Growth Strategy to maximise the economic benefits of Hs2 to the whole of the East Midlands, making use of financial support announced in the 2015 Autumn Statement. An interim submission will be made in September 2016, with a final submission in mid-2017.

f) Working with East Midlands MPs

EMC in conjunction with the East Midlands Chambers of Commerce has supported the East Midlands All Party Parliamentary Group, including lobbying for the 'unpausing' of the Midlands Mainline electrification and upgrade investment, promoting wider infrastructure investment opportunities and funding from the Treasury and meetings with Treasury Minister and officials.

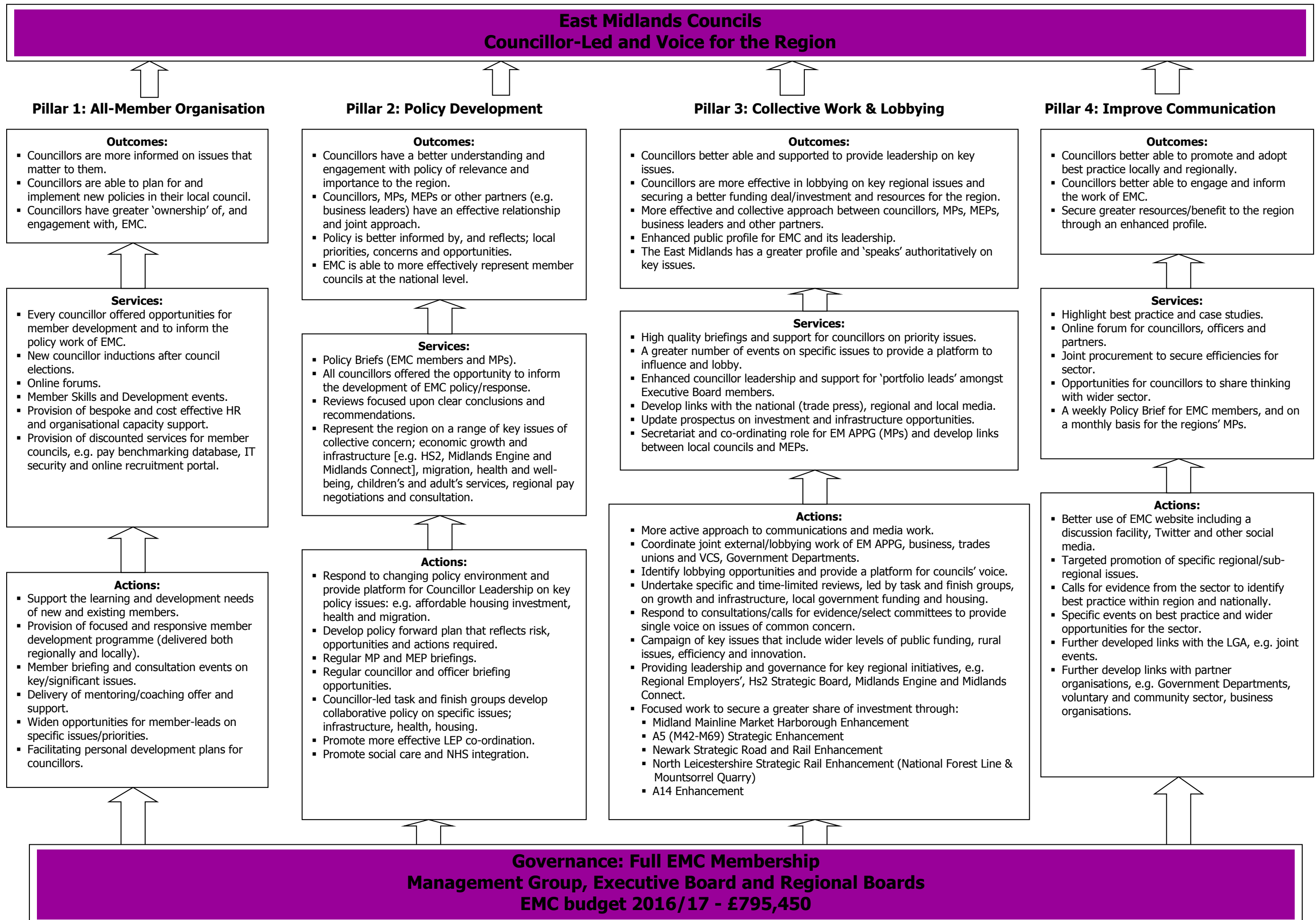
Pillar 4: Improve Communication

EMC must ensure that its Members know and support the work it does on their behalf - and it is our responsibility to better communicate with our membership to enable this. A refreshed weekly policy brief is sent to nearly 2,000 councillors in the region, we have improved the use and effectiveness of the website, make better use of social media, have good relationships with local and regional media, and regularly update all 2000 councillors in the region.

However, we must continue to 'up our game' to enhance the profile of this region and better promote the opportunities it offers, for without doing so we risk failing to secure the investment we need and take full advantage of future opportunities that include 'Midlands Engine for Growth' and Hs2.

5. EMC Business Plan 2016-17

The business plan is a reflection of the priorities that our membership wants EMC to focus upon and deliver. Against this business plan, EMC must be flexible and respond to the changing priorities and challenges faced by the sector.



6. EMC Budget 2016/17

The following EMC budget 2016/17 was approved by the Executive Board on 4th March 2016 to meet the commitment for a balanced budget and to put the organisation on a more stable financial footing.

	Core Services	Contracts & Grants	Member & Learning Development	Consultancy	Fee Paying Events & Services	TOTAL
INCOME	£	£	£	£	£	£
Subscriptions	249,700					249,700
Grants		206,450				206,450
Earned Income	8,000		38,550	156,150	136,600	339,300
Total	257,700	206,450	38,550	156,150	136,600	795,450
EXPENDITURE	£	£	£	£	£	£
Staffing	206,700	159,800	52,600	119,000	21,400	559,500
Members Allowances	23,350					23,350
Direct Costs	22,700	7,600	18,050	15,400	61,150	124,900
Overhead Costs	28,400	22,800	4,200	17,200	15,100	87,700
Total	281,150	190,200	74,850	151,600	97,650	795,450
Surplus / (Deficit)	-23,450	16,250	-36,300	4,550	38,950	0

Appendix

The Leadership of East Midlands Councils (April 2015 - March 2016)

Executive Board	
Cllr Martin Hill OBE (Chairman)	Lincolnshire County Council
Cllr Jon Collins (Vice Chairman)	Nottingham City Council
Cllr Neil Clarke MBE (Vice Chairman)	Rushcliffe Borough Council
Cllr David Slater	Charnwood Borough Council
Cllr Chris Millar	Daventry District Council
Cllr Anne Western	Derbyshire County Council
Cllr Ranjit Banwait	Derby City Council
Cllr Lewis Rose OBE	Derbyshire Dales District Council
Cllr Craig Leyland	East Lindsey District Council
Cllr David Bill MBE	Hinckley & Bosworth Borough Council
Cllr Nicholas Rushton	Leicestershire County Council
Cllr Robert Parker	Lincolnshire County Council
Cllr Robin Brown	Northamptonshire County Council
Cllr Alan Rhodes	Nottinghamshire County Council
Cllr Roger Begy OBE	Rutland County Council
Cllr Alan Walters	Rutland County Council

Management Group	
Cllr Jon Collins	Chairman
Cllr Martin Hill OBE	Vice Chairman
Cllr Neil Clarke MBE	Vice Chairman
Cllr Chris Millar	Conservative Party Group Leader
Cllr Alan Walters	Independent Group Leader
Cllr Robert Parker	Labour Party Group Leader
Cllr David Bill MBE	Liberal Democrats Party Group Leader

Regional Employers' Board	
Cllr Tom Beattie (Chair)	Corby Borough Council
Cllr Ian Fleetwood (Vice Chair)	Lincolnshire County Council
Cllr David Challinor	Bassetlaw District Council
Cllr David Slater	Charnwood Borough Council
Cllr Chris Long	Daventry District Council
Cllr Robert Parkinson	Erewash Borough Council
Cllr John Clarke	Gedling Borough Council
Cllr Phil King	Harborough District Council

Cllr Mary Malin	Kettering Borough Council
Mayor Kate Allsop	Mansfield District Council
Cllr Nigel Barker	North East Derbyshire District Council
Cllr Gural Singh Atwal	Oadby & Wigston Borough Council
Cllr Terry King	Rutland County Council
Cllr Gale Waller	Rutland County Council
Cllr Kevin Richards	South Derbyshire District Council

Strategic Migration Partnership	
Cllr Peter Robinson (Chair)	Lincolnshire County Council
Cllr Dave Liversidge (Vice Chair)	Nottingham City Council
Cllr Simon Greaves	Bassetlaw District Council
Cllr Paul Glesson	Boston Borough Council
Cllr Asaf Azal	Derby City Council
Cllr Robin Wood	Derby City Council
Cllr Terry Knowles	East Lindsey District Council
Cllr David Lomax	High Peak Borough Council
Cllr Russell Roberts	Kettering Borough Council
Cllr Kay Cutts MBE	Nottinghamshire County Council
Cllr Gural Atwal	Oadby & Wigston Borough Council
Cllr Bhupen Dave	Oadby & Wigston Borough Council

East Midlands Improvement and Transformation Board	
Cllr Roger Begy OBE (Chair)	Rutland County Council
Cllr John Boyce (Vice Chair)	Oadby & Wigston Borough Council
Cllr Cheryl Butler	Ashfield District Council
Cllr Tracey Taylor	Bassetlaw District Council
Cllr Ranjit Banwait	Derby City Council
Cllr Philip Hickson	Derby City Council
Cllr Tony Howard	East Lindsey District Council
Cllr John Clarke	Gedling Borough Council
Cllr Mike Tebbutt	Kettering Borough Council
Mayor Kate Allsop	Mansfield District Council
Cllr Roger Blaney	Newark & Sherwood District Council
Cllr Robin Brown	Northamptonshire County Council
Cllr Marion Brighton	North Kesteven District Council
Cllr Alan Rhodes	Nottinghamshire County Council