

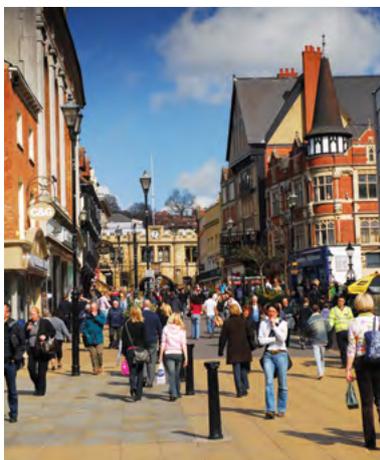
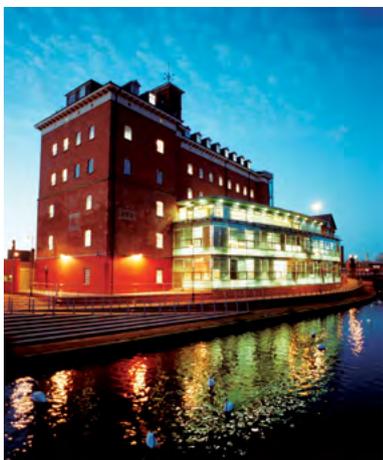
Annual Report 2013-14



July 2014

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1 Chairman and Executive Director's Report

Welcome to the East Midlands Councils Annual Report 2013/14. It has been a busy 12 months - at last year's AGM a number of commitments were given: to undertake a review and set the basis for a new approach; to put the organisation on a more sustainable financial footing; to sharpen the focus of EMC on the issues of greatest importance to local councils; to better promote opportunities for economic growth; and to highlight examples of good, innovative practice.

12 months on - EMC is now reporting back to its membership on how it has delivered against these commitments. Over the past year, an independent review was completed and members agreed a new approach based on four pillars of activity - this now forms the basis for all our work. EMC also delivered on the commitment to change its accountable body arrangements and to further reduce expenditure; EMC has relocated its offices, halved its accommodation costs and made a significant contribution to reducing its pension liabilities.

This Annual Report is a summary of progress in meeting our business plan objectives, highlighting the partnership work of EMC, LEPs and MPs in delivering the priorities of our membership. It covers the services provided by EMC, including member development, as well as activity undertaken through regional partnerships hosted by EMC (e.g. Climate East Midlands and the Strategic Migration Partnership) that have contributed to the delivery of our business plan and to the development of national and regional policy.

As an 'all-member organisation', all 2000 councillors in the region were invited to respond to the organisational

review; an expanded member development offer is now in place; and while we aim to involve an even greater number of councillors in our work, the cycle of policy development meetings, consultation events and briefings now offer councillors more opportunities than ever before to engage with and inform the work of EMC. Alongside this, Management Group members now have lead role 'portfolios' and this approach will be extended to colleagues on EMC Executive Board.

On policy, EMC undertook a review on the implementation of welfare reform in the East Midlands. While welfare reform is still in the early stages of implementation and the full impacts will not be known for some time, our report did highlight a number of emerging issues, including the need for greater local freedom and flexibility for councils to address the under-supply of affordable housing; more freedom for councils to support people into employment and deliver strong local economies; along with pressing concerns about the availability of suitable housing stock.

On collective work and lobbying, we have provided a platform for councillors' leadership on many of the key issues that face the sector. EMC continues to respond to

national and regional consultation on behalf of councils in the region and has developed stronger links with MPs through their East Midlands All-Party Parliamentary Group.

In securing more investment to promote economic growth, while there is still some way to go before this region punches its weight, progress has certainly been made. A joint Parliamentary event was held at Westminster in December 2013 where councils, MPs and LEPs launched a joint prospectus highlighting the significant opportunities for public investment in the East Midlands – and we have undertaken work to secure investment in the Castle Line, the upgrade of the Midland Mainline, improvements to the A5 between the M42 and M69, and increasing investment in affordable housing. EMC is also leading work in maximising the opportunities that the future EU structural funds 2014-20 offer. All this work is undertaken in partnership with LEPs as part of the more effective joint approach that we have put in place over the past year.

We do need to continue to show leadership on difficult issues; for example, while HS2 may be controversial, we have to maximise the potential that this massive infrastructure project offers our local economies. That is why we will establish a leadership board to engage with HS2 Ltd and DfT at a senior decision-making level.

On communication, it is essential to demonstrate the value and impact of our work, as well as ensuring that all councillors are better informed on issues that matter to the sector. EMC has put in place improved measures to better communicate with its membership and to promote both its work and the profile of the region; including the targeted focus on specific regional/sub-regional issues, a refreshed weekly policy brief (that now goes to nearly 2,000 councillors) and better use of our website and social media.

Looking ahead, further work will focus on those issues recently emphasised by Members. EMC will complete a review into regional health; lead work in supporting councils to respond to flooding and climate change concerns; launch a prospectus and hold an all-councillor summit on 21st November on the 'Future of Local Government and Public Service Delivery in the Next Parliament'; provide strategic leadership on matters that relate to HS2; and to push harder MPs and LEPs on the key issues of significance at the regional level.

Importantly, we would like to thank councillors, partners and staff; the progress made over the past 12 months and our achievements are testament to their efforts. We also wish to thank our many partner organisations from the public and private sector, the voluntary and third sector and business, all of whom are critical to this region's success. We value the continued support, advice and guidance of our members and look forward to working on your behalf during 2014/15.



Cllr Jon Collins
Chairman
East Midlands Councils



Stuart Young
Executive Director
East Midlands Councils

2 Annual Accounts 2013-14

This financial statement details the financial position of East Midlands Councils for the year ended 31st March 2014. Reserves stand at £1,135,300 as at 31st March 2014 (including earmarked reserves of £92,400).

Management Accounts (Period 1st April 2013 – 31st March 2014)¹

BUDGET	2013/14 BUDGET	ACTUAL March 13	VARIATION
INCOME	£	£	£
Subscriptions	353,000	336,260	(16,740)
Contract /Trading Income	355,600	329,126	(26,474)
9Cs Residual/REIP	327,000	296,913	(30,087)
Project Income	272,000	374,228	102,228
TOTAL INCOME	1,307,600	1,336,527	28,927
EXPENDITURE	£	£	£
Staff Costs	909,000	895,793	(13,207)
Premises	62,500	58,521	(3,979)
IT & equipment	25,500	18,713	(6,787)
Daily operations	51,600	54,208	2,608
Governance Costs	19,000	21,703	2,703
Direct Project Expenses	96,000	133,130	37,130
Other	14,000	70,985	56,985
TOTAL EXPENDITURE	1,177,600	1,253,053	75,453
OPERATIONAL SURPLUS	130,000	83,474	(46,526)

These accounts were approved by the Management Group on 19th May 2014 and endorsed by Executive Board on 13th June 2014.

¹ The accounts of East Midlands Councils are formally consolidated within those of Leicestershire County Council (our accountable body during 2013/14), who are responsible for the providing the formal Statement of Accounts.

3 The Review of East Midlands Councils – the Agreement of a New Approach

At last year's Annual General Meeting, EMC committed to complete an organisational review; to confirm the basis for a collective membership organisation representing local government in the East Midlands; what those roles and responsibilities should be; and how the organisation will be financially supported in the future.

In particular, a number of challenges were posed:

- EMC needs to offer clear added-value for its member councils.
- EMC needs to better adapt to the sector's changing environment.
- The organisation needs to put in place a more sustainable footing.
- Any new approach agreed by Members will be implemented in 2014.

The review was completed as agreed. All 2000 councillors in the region were invited to respond; independent advice and support was taken, and with the active involvement of the Executive Board, a new approach was unanimously agreed in December 2013.

We would like to thank all councillors that contributed to this review. The subsequent agreement of the new four pillar approach provides the framework for all work that EMC undertakes on behalf of its member councils:

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



4. Achievements 2013-14

Pillar 1 : All-Member Organisation

A core element of the new approach is for East Midlands Councils 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.

To support this, EMC now has the contact details for all 2,000 councillors in the region. All councillors were offered the opportunity to inform the review of East Midlands Councils and were invited to respond to the consultation of the business plan. All councillors now receive the weekly EMC Policy Brief. In moving forward, EMC will continue to offer its membership a range of opportunities to inform our work.

The following summary provides an illustration of our work under this 'pillar'.

Councillors' Knowledge Briefing Programme

23 local authorities subscribed to the full programme of six knowledge briefing events for councillors with a total of 37 different local councils participating at various events.

- Affordable Housing
- Delivering Services Differently
- Health and Healthy Communities
- Update and Impact of Welfare Reform
- Delivering Development in your Locality
- EU Funding

197 councillors attended and 72% rated the programme excellent overall.

Councillor Development Skills Workshops

The following workshops were delivered with a total of 84 councillors attending:

- The Role of the Civic Head
- Chaining Skills for Members
- The Modern Ward Member
- Effective Ward Councillor
- Facilitation and Resolution Conflict
- Mediation Skills
- Delivering Development in your Locality
- Collaborative Leadership

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 (in partnership with the LGA)
- Children's Services (in partnership with the LGA)
- Health and Wellbeing Boards (in partnership with the Department of Health)
- Scrutiny

Sub-regional Member Development Support

Another important part of the EMC member-offer is the locally delivered support and development programmes. For councils in Lincolnshire, EMC supported the design, development and delivery of two workshops for councillors on 'Making an Impact Locally' and 'Equal Access, Equal Respect'. A total of 67 councillors attended and feedback

was very positive; for example, *“Extremely thought provoking and raised my awareness greatly...key to being a community leader and councillor”*.

East Midlands Councillor Development Charter

It was with great pleasure that EMC was able to award the Councillor Development Charter to Broxtowe Borough Council and Charter Reaccreditation to Mansfield, Blaby and North Kesteven District Councils. The Councillor Development Charter is an excellent example of sector-led improvement and it is very encouraging that there are now nine local councils in the region with Charter status.

Completion of RIEP Legacy Programme

Members agreed the formal closure of the previous Regional Improvement and Efficiency Partnership (RIEP) legacy programme and final accounts. Through **£2.46m** of grant investment, councils in the region have benefited from savings that total **£19m, a return of 1:8**. With the small residual funding left, Members directed that a more comprehensive councillor development programme be rolled-out alongside committing **£114,400** to support programmes for adult social care self-improvement and business resilience climate change projects.

A ‘lessons learnt’ summary document will also be developed to highlight case studies and good practice to reflect where particular approaches to supporting sector-led improvement were successful, and also where programmes were less successful, in order to inform a more effective approach in the future.

Discounted Services for Member Councils

Councils in membership of East Midlands Councils benefit from a range of services that are heavily discounted. This includes consultancy support for individual councils; 43

separate assignments were delivered for local councils during 2013/14, 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 XpertHR package for HR compliance, good practice and benchmarking information. **All councils** in membership accessed at least one of the discounted services offered by EMC during 2013/14; with **total savings for councils estimated to be over £720,000**.

Support for Officers

East Midlands Coaching Network (EMCN)

Providing quality and cost effective reciprocal coaching, the EMCN provides access to a network of qualified coaches for local councils to build their own coaching capacity. Over the last year, EMC has supported the provision of over 570 hours of coaching, 56 qualified coaches have joined the network, 113 coaches have attended and benefited from high quality speakers at the CPD sessions. 10 local councils have subscribed to the network and 54 delegates attended the inaugural coaching conference.

Continuing Professional Development (CPD) Programmes

Last year East Midlands Councils once again offered the low-cost Continuing Professional Development (CPD) programmes for both planners and environmental health officers. On average these events attract over 100 delegates per seminar, achieving over 8,000 hours of CPD.

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 2013/14 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.

Welfare Reform

In February 2014, East Midlands Councils published a report on 'Welfare Reform in the East Midlands - The Story so Far'. The report based on data from local councils across the region looked at the initial impact of the reforms on councils and communities, highlighted best practice and identified priorities for the coming year. The Councillor Development event in November 2013 was attended by 43 councillors with speakers from across central and local government and the voluntary and community sector.

The Welfare Reform Steering Group continues to meet quarterly and is working with the LGA, the Departments of Work and Pensions, and Communities and Local Government to inform and lobby central government on the impact of reforms in the East Midlands.

<http://www.emcouncils.gov.uk/write/WelfareReform-6a-A4.indd.pdf>

Employers' Board and Regional Joint Council

The Regional Employers' Board has focused on the following issues in response to the highlighted priorities by councils in the region:

Living Wage

It is for each local council to decide whether it wishes to pay the Living Wage, and accreditation with the Living Wage Foundation is voluntary. The Living Wage has been discussed regularly at meetings of the Regional Employers' Board and Regional Joint Council, with peer learning provided by Bassetlaw District Council following their accreditation as a Living Wage Employer during the year. EMC continues to provide information and advice to councils on the implementation of the Living Wage.

Zero-Hours Contracts

A response was submitted to the Government's consultation on proposals regarding the use of zero-hours contracts. The Regional Employers' Board submission supported proposals for an employer-led code of practice, to include the fair use of exclusivity clauses and to promote transparency and clarify the rights and responsibilities of all parties to the contracts.

Relationship with CEEP UK/Europe

With over 50% of regulations affecting local government stemming from the EU, the importance of effective influence is clear. The EU's focus on youth employment, equality, procurement, and health and safety has particular relevance for local government. EMC is a member of CEEP UK, which represents the interests of public sector employers at European level negotiations. EMC has promoted its influence within CEEP UK, through the appointment of the Chair of the Employers' Board to CEEP UK's Executive Board. In this role, the Chair has participated in high-profile events including priorities for social dialogue and how this can be improved, and gender equality.

Pay and Conditions

Through officer networks, information-sharing and advice on how local councils are reviewing terms and conditions has been shared across the region. The pay benchmarking service 'e-pay check' provides councils with intelligence on pay in supporting councils' equal pay defence and in identifying where the council is placed in the market to recruit or retain staff in key roles.

As the Regional Employers' Organisation, EMC has hosted a briefing for member councils to input into national negotiations on pay and conditions, and the pay offer made in 2014 reflects views within the region. The outcome of negotiations has led to industrial action, and here EMC's role becomes particularly valuable in providing advice to councils on managing the impact and in liaising between councils and national employers.

Migration

International migration is an important issue for local communities and councils, particularly in the effective planning for and delivery of public services. Council leaders had expressed concern that there had been insufficient leadership on this issue with a need for better analysis and understanding about the scale and impact of international migration. This led to the Executive Board commissioning a comprehensive review published in July 2014.

The work of the East Midlands Strategic Migration Partnership (EMSMP) hosted by EMC and supported by grant funding from the Home Office provides an important forum to provide a regional advisory; policy development and consultation function for members and partner organisations. Achievements made by the EMSMP in 2013/14 include:

- Facilitating ongoing negotiations on asylum dispersal and support to minimise any adverse impact of changes on councils and their communities.

- Publishing and delivering on recommendations of the EMSMP research into No Recourse to Public Funds, including training 28 frontline staff to enable informed and more efficient case management.
- Hosting a forum in Boston on fair employment and employment rights for employers.
- Submission of regional responses to the consultation on the landlord and health aspects of the Immigration Bill and the consultation on the Modern Slavery Bill.
- Development of one of the first regional Anti Human Trafficking Partnerships to address human trafficking, modern slavery and exploitation in the East Midlands.

Climate Change

Rising energy costs and energy security concerns, alongside the impacts of recent severe winter weather and combined with a rapidly changing policy, technological and financial environment means that councils face a series of complex risks and opportunities in this area.

EMC hosts Climate East Midlands, which works with the national network 'Climate UK' to secure more resources for local activity, particularly to support local council action on addressing the consequences of the changing climate. This collective approach has secured Defra funding over three years to support the implementation of the National Adaptation Programme. Further income has been secured on the back of projects with DECC, Department for Transport, the ARCC Research Network and the Joseph Rowntree Foundation.

Climate East Midlands continues to provide support to councils and their communities, as illustrated below:

- During 2013/14, Climate East Midlands delivered 22 events (from small workshops to large conferences) involving over 670 people from across the region (including councillors, officers, businesses, farmers and schools).



- Topics covered have included Zero Carbon Homes and the Allowable Solutions mechanism, RE:FIT (low risk energy retrofit), staff behaviour change, business engagement, council office refurbishment, CRC Energy Efficiency Scheme, methane from closed landfills, flood risk management, low carbon schools, climate risks to local highways, growing the low carbon sector, building business resilience and soil management.
- As a result, councils have been provided with case studies and project reports, briefings and newsletters alongside focused and effective learning opportunities from high profile, experienced advisors.
- Every event has been separately evaluated and the feedback has been very positive.

Health

Adult social care is the major service and funding area for County and City Councils. As such any significant demand or legislative changes in adult social care have a considerable impact on budgets. Equally, any reduction in total funding for councils will have an impact on the resources available for adult social care.

EMC undertook analysis of the funding position across all councils in the East Midlands that have responsibility for adult social care. Key points in the report included:

- Nationally, councils have saved £2.68bn from adult social care budgets over the last three years from a budget of about £15bn in 2011/12.
- Demand in adult social care is increasing with the region experiencing a 10.3% increase in people receiving services in 2012/13; being one of only two regions out of nine that experienced an increase.
- Local councils in the East Midlands have delivered over £335m of savings since 2008/9.
- There is some scope for further efficiencies and this will vary from council to council. For example, reducing the unit costs of services like home care or shifting the balance of care into prevention and community services from more intensive or institutional care.
- The full report provides specific, detailed information on the costs of services across the region, where the bulk of the savings have been made and how local councils have transformed service provision.

Despite the potential for some efficiencies and collaboration with the NHS, even the most frugal and high performing council will not be able to make sufficient and substantial savings that would mean that adult social care would be able to:

- Meet a proportionate future savings target so the local council can meet its overall budget reductions; and
- Ensure future demand is met whilst maintaining current support levels and the quality, supply, and safety of care.

It is clear that service cuts, of significant proportions, will have to be part of the options that councils will need to consider in order to balance budgets over the next 5-7 years.

http://www.emcouncils.gov.uk/write/Documents/EMC_ASC_Funding_Report_v8-Final.pdf

Pillar 3 : Collective Work and Lobbying

2013/14 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.

Europe and EU Structural Funding

EU funding offers a significant funding boost to our local economies at a time when other forms of public investment are under pressure.

East Midlands Councils has led on an EU-funded project to inform the development of the 2014-2020 EU Structural Funds Programme. Informed by six consultation events, the publication of the 'Socio-Economic Framework for the East Midlands' sets out a number of key investment opportunities and offers practical advice for LEPs and other partners on how to make the most of future EU funding.

It concluded that LEPs need to be bold and set out clear local growth priorities and be open to opportunities for collaboration that could deliver strategic scale initiatives, some of which (e.g. food technology, high performance engineering, energy generation and supply, transport equipment) have the potential to be of national significance. The report also sets out a number of delivery challenges based on experience of current programmes, along with potential mitigating solutions that LEPs, Government and potential project sponsors should consider.

[http://www.emcouncils.gov.uk/write/Final-CSF-Response-to-Informal-Consultation-\(Summary\).pdf](http://www.emcouncils.gov.uk/write/Final-CSF-Response-to-Informal-Consultation-(Summary).pdf)

To ensure councils lead the further development of this work, a region-wide councillor consultation event was held on 13th March 2014 to set the scope for future work. The wider EU structural fund project will be completed in January 2015.

Planning and Housing

EMC delivered a successful councillor briefing event on the future of the planning system, and in particular the likely key priorities for councils in the next Parliament regardless of the outcome of the next General Election.

Working through Rural Network East Midlands, EMC has continued to highlight the challenges of delivering rural affordable housing to Ministers at both DCLG and Defra. In particular, evidence has been submitted on the likely effect in rural areas of proposals to remove the ability of councils to negotiate section-106 agreements on developments of less than ten houses.

EMC has also delivered technical support and advice on housing issues to the Greater Lincolnshire Local Enterprise Partnership (GLLEP) to inform Local Growth Fund priorities and the strategic role of GLLEP on housing issues.

Transport and Infrastructure

Research has clearly shown that the region is losing out in terms of funding to support housing, economic growth and wider infrastructure. At the same time, there are a number of policy issues that have a significant impact upon councils in the East Midlands.

Following the publication of the Investing in Opportunity Prospectus last year, the EMC Executive Board prioritised the delivery of two key projects, the A5 and the Castle Line (Lincoln-Newark-Nottingham).

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

The priority given to the MIRA Enterprise Zone by DCLG has given an added boost to efforts to improve the A5, in particular the stretch between the M42 and the M69. EMC is supporting local partners to develop an outline business case for a significant improvement as an input into the Chancellors 2014 Autumn Statement. In relation to the Castle Line, EMC hosted a 'member summit' of key councils to discuss funding for enhanced services to support the opening of the Civil War Museum in Newark and the Magna Carta Exhibition in Lincoln. The business case for the service enhancement received further public backing from the Chancellor in comments made during the Newark By-election campaign.

EMC continues to promote the delivery of Midland Main Line upgrade and electrification, in particular by working with Network Rail and individual councils to secure track and station enhancements around Market Harborough.

Finally, EMC has continued to work with the Institution of Civil Engineers to highlight the case for enhanced infrastructure provision across the East Midlands, including water, waste and energy as well as transport at a national level.

High Speed Rail

Although controversial, the development of HS2 in the East Midlands will have significant impacts on housing markets, travel and journey to work patterns. Given the economic strengths of the East Midlands in transport engineering and construction, HS2 also represents a major business opportunity for local companies.

The EMC Executive Board unanimously agreed a response to the Government's consultation on Phase 2 of HS2, which includes a proposed station at Toton. The response represents a comprehensive 'collective negotiating position' with the objective of maximising the economic benefits for the East Midlands, whilst minimising the negative impacts on local communities and the environment.

EMC hosted a visit to Loughborough by the HS2 Growth Task Force led by Lord Deighton, the Commercial Secretary to the Treasury, to consider ways in which the economic benefits of HS2 connectivity can be maximised - the outcome of which informed the Task Force's subsequent report 'Get Ready'.

More recently EMC has been working with the D2N2 LEP to establish a regional leadership board for the implementation of HS2, to co-ordinate the activities of local partners and to be a strategic point of contact for the Government and HS2 Ltd.

Finally, EMC has supported Derby City Council's bid to become the location for the proposed national High Speed College, to ensure that the UK will have enough trained engineers to deliver the project.

Working with East Midlands MPs

To establish a better collective approach, EMC now provides the secretariat role for the East Midlands All Party Parliamentary Group (APPG), chaired jointly by Chris Heaton-Harris (Con, Daventry) and Jon Ashworth (Lab, Leicester South). The APPG has met with council leaders and business representatives to discuss ways of maximising economic growth in the East Midlands and emerging priorities of Local Enterprise Partnerships. A forward programme of meetings has been agreed to discuss issues such as the impact of international migration and reforms to public health.

Pillar 4 : Improve Communications

EMC has taken steps to improve communications with its membership and outside partners, to promote more effectively the identity of the East Midlands along side the value of the organisation. Whilst political sensitivities remain, there is nevertheless the potential to increase the visibility and recognition of the East Midlands nationally and to support better joint working locally - as already happens in other regions. Experience suggests that failure to do this will result in the East Midlands continuing to receive lower levels of resources and investment compared to other parts of England. Key initiatives over the last year have included:

- Refreshed weekly policy brief sent to nearly 2,000 councillors in the region.
- Regular opportunities for councillors to inform the work of EMC, most recent examples include welfare reform, migration and health.
- Better use of website and social media.
- Targeted regional and sub-regional publications.

5 EMC Business Plan 2014-15

The business plan is a statement of EMC's objectives and proposed activity over the next 12 months in order to deliver upon the new approach agreed by Members. As a membership body, the priorities of EMC should be developed and agreed by member councils and clearly presented for review, not just in order to promote an understanding of the roles and responsibilities of EMC, but also as a measure against which our performance and value as an organisation should be judged.

Against this business plan, EMC must be flexible and respond to the changing priorities and challenges faced by the sector. Therefore, the activities within it may change if members require it to. However, within this context, the business plan and the focus of four pillars of activity reflects issues highlighted through consultation with our membership and so provide the basis for work in the coming year.



6 EMC Budget 2014-15

The following EMC budget 2014/15 was approved by the Executive Board on 21st March 2014 to meet the commitment for a balanced budget and to put the organisation on a more stable financial footing.

The use of any reserves (including former RIEP monies) is at the discretion of members on the basis of agreed options for the delivery of specific roles and/or services.

		Core Services	Contracts & Grants	Members Learning & Development	Consultancy	Fee Paying Events	Fee Paying Services	TOTAL
		£	£	£	£	£	£	£
INCOME								
		300,500	342,000	50,000	186,000	67,500	17,500	963,500
	Total	300,500	342,000	50,000	186,000	67,500	17,500	963,500
EXPENDITURE		£	£	£	£	£	£	£
DIRECT	Staffing	236,300	189,350	59,900	130,000	49,300	15,950	680,800
	Project Costs		60,000					60,000
	Members Allowances	20,000						20,000
	Total	256,300	249,350	59,900	130,000	49,300	15,950	760,800
INDIRECT	Staffing	21,650	25,700	9,800	24,150	7,700	600	89,600
	Overhead Costs	21,650	25,700	9,800	24,150	7,700	600	89,600
	Accountable Body Charge	5,680	6,745	2,570	6,335	2,015	155	23,500
	Total	48,980	58,145	22,170	54,635	17,415	1,355	202,700
	Total	305,280	307,495	82,070	184,635	66,715	17,305	963,500
	Surplus/ Deficit	-4,780	34,505	-32,070	1,365	785	195	0

EAST MIDLANDS COUNCILS - COUNCILLOR-LED AND VOICE FOR THE REGION



PILLAR 1 : ALL-MEMBER ORGANISATION

OUTCOMES:

- Councillors are more informed on issues that matter to them.
- Councillors are able to plan for and implement new policies in their local council.
- Councillors have greater 'ownership' of EMC.

SERVICES:

- Every councillor offered opportunities for member development and to inform the policy work of EMC.
- New councillor inductions after council elections.
- Online forums.
- Member Development events, action learning and peer mentoring.
- Provision of bespoke and cost effective HR and organisational capacity support.
- Provision of discounted services for member councils, e.g. pay benchmarking database, IT security and online recruitment portal.

ACTIONS:

- Audit of learning and development needs.
 - An expanded member development programme (delivered both regionally and locally).
 - Member briefing and consultation events on key/significant issues.
 - Roll-out of mentoring/coaching offer and support.
 - Widen opportunities for member-leads on specific issues/priorities.
 - Facilitating personal development plans for councillors.
- 



PILLAR 2 : POLICY DEVELOPMENT

OUTCOMES:

- Councillors have a better understanding and engagement with policy of relevance and importance to the region.
- Councillor, MPs, MEPs or other partners (e.g. business leaders) have an effective relationship and joint approach.
- Policy is better informed by, and reflects; local priorities, concerns and opportunities.
- EMC is able to more effectively represent member councils at the national level.

SERVICES:

- Refreshed weekly Policy Brief.
- All councillors offered the opportunity to inform the development of EMC policy/response.
- Reviews focused upon clear conclusions and recommendations.
- Represent the region on a range of key issues of collective concern; economic growth and infrastructure, migration, health and well-being, children's and adult's services, regional pay negotiations and consultation, and climate change mitigation and adaptation.

ACTIONS:

- Respond to changing policy environment and provide platform for Councillor leadership on key policy issues: e.g. welfare reform, New Homes Bonus, CLIL, affordable housing investment.
 - Develop policy forward plan that reflects risk, opportunities and actions required.
 - Regular MP and MEP briefings.
 - Regular councillor and officer briefing opportunities.
 - Councillor-led task and finish groups develop collaborative policy on specific issues; health, migration and European funding.
 - Promote more effective LEP co-ordination.
 - Promote social care and NHS integration.
 - Promote and develop regional leadership on climate change adaptation and mitigation.
- 

PILLAR 3 : COLLECTIVE WORK & LOBBYING

OUTCOMES:

- Councillors better able and supported to provide leadership on key issues.
- Councillors are more effective in lobbying on key regional issues and securing a better funding deal/investment and resources for the region.
- More effective and collective approach between councillors, MPs, MEPs, business leaders and other partners.
- Enhanced public profile for EMC and its leadership.
- The East Midlands has a greater profile and 'speaks' authoritatively on key issues.

SERVICES:

- High quality briefings and support for councillors on priority issues.
- A greater number of events on specific issues to provide a platform to influence and lobby.
- Enhanced councillor leadership and support for 'portfolio leads' amongst Executive Board members.
- Enhanced links with the national (trade press), regional and local media.
- Update prospectus on investment and infrastructure opportunities.
- Secretariat and co-ordinating role for EM APPG (MPs) and MEPs.
- Hosting Climate East Midlands.

ACTIONS:

- More active approach to communications and media work.
- Coordinate joint external/lobbying work of EM APPG, business, trades unions and VCS, Government Departments.
- Identify lobbying opportunities and provide a platform for councils' voice.
- Undertake specific and time-limited reviews, led by task and finish groups, on growth and infrastructure, European funding, migration and health.
- Respond to consultations/calls for evidence/select committees to provide single voice on issues of common concern.
- Campaign of key issues that include wider levels of public funding, rural issues, efficiency and innovation.
- Showing best practice amongst regional and national partners (e.g. South-West Councils, LGA).
- Focused work to secure a greater share of investment through:
 - Joint work on A5 (Staffordshire–Leicestershire–Northamptonshire)
 - Castle Line (Lincoln-Newark-Nottingham Rail Corridor)
 - The upgrade and electrification of the Midlands Mainline
 - Establish HS2 Programme Board for the East Midlands
 - Increase levels of investment in affordable housing
 - Securing additional investment in strategically important flood defences.

PILLAR 4 : IMPROVE COMMUNICATION

OUTCOMES:

- Councillors better able to promote and adopt best practice locally and regionally.
- Councillors better able to engage and inform the work of EMC.
- Secure greater resources/benefit to the region through an enhanced profile.

SERVICES:

- Highlight best practice and case studies.
- Online forum for councillors, officers and partners.
- Peer challenge and support.
- Joint procurement to secure efficiencies for sector.
- Opportunities for councillors to share thinking with wider sector.
- A refreshed weekly Policy Brief.

ACTIONS:

- Better use of EMC website including a discussion facility, Twitter and other social media.
- Targeted promotion of specific regional/sub-regional issues.
- Calls for evidence from the sector to identify best practice within region and nationally.
- Specific events on best practice and wider opportunities for the sector.
- Further developed links with the LGA, e.g. peer challenge, joint events.
- Further develop links with partner organisations, e.g. Government Departments, voluntary and community sector, business organisations.

Appendix - The Leadership of East Midlands Councils

EXECUTIVE BOARD	
Cllr Jon Collins (Chairman)	Nottingham City Council
Cllr Martin Hill OBE (Vice Chairman)	Lincolnshire County Council
Cllr Neil Clarke MBE (Vice Chairman)	Rushcliffe Borough Council
Cllr David Slater	Charnwood Borough Council
Cllr Chris Millar	Daventry District Council
Cllr Paul Bayliss / Cllr Ranjit Banwait	Derby City Council
Cllr Anne Western	Derbyshire County Council
Cllr Lewis Rose OBE	Derbyshire Dales District Council
Cllr Fiona Martin MBE	East Lindsey District Council
Cllr Rory Palmer	Leicester City Council
Cllr Nicholas Rushton	Leicestershire County Council
Cllr Robert Parker	Lincolnshire County Council
Mayor Tony Egginton	Mansfield District Council
Cllr Jim Harker OBE	Northamptonshire County Council
Cllr Alan Rhodes	Nottinghamshire County Council
Cllr Roger Begy OBE	Rutland County Council
Cllr Linda Neal	South Kesteven District Council

MANAGEMENT GROUP

Cllr Jon Collins	Chairman
Cllr Martin Hill OBE	Principal Vice Chairman
Cllr Neil Clarke MBE	District Vice Chairman
Cllr Chris Millar	Conservative Party Group Leader
Mayor Tony Egginton	Independent Group Leader
Cllr Robert Parker	Labour Party Group Leader
Cllr Fiona Martin MBE	Liberal Democrats Party Group Leader

REGIONAL EMPLOYERS' BOARD

Cllr Simon Greaves	Bassetlaw District Council
Cllr Dennis Kelly	Bolsover District Council
Cllr Pat Lally	Broxtowe Borough Council
Cllr David Slater	Charnwood Borough Council
Cllr John Burrows	Chesterfield Borough Council
Cllr Tom Beattie	Corby Borough Council
Cllr Robert Parkinson	Erewash Borough Council
Cllr John Clarke	Gedling Borough Council
Cllr Mary Malin	Kettering Borough Council
Cllr Ian Fleetwood	Lincolnshire County Council
Cllr Tony Roberts	Newark & Sherwood District Council
Cllr Ken Savidge	NE Derbyshire District Council
Cllr Jeff Kaufman	Oadby & Wigston Borough Council
Cllr Terry King	Rutland County Council
Cllr Christopher Darcel	West Lindsey District Council

STRATEGIC MIGRATION PARTNERSHIP

Cllr Paul Kenny	Boston Borough Council
Cllr Jewel Miah	Charnwood Borough Council
Cllr Geoff Stevens MBE	Derbyshire Dales District Council
Cllr Peter Robinson	Lincolnshire County Council

IMPROVEMENT AND TRANSFORMATION BOARD

Cllr Chris Baron	Ashfield District Council
Cllr John Wilmott	Ashfield District Council
Cllr Alan Chambers	Bassetlaw District Council
Cllr Annette Simpson	Bassetlaw District Council
Cllr Cecile Irving-Smith	Daventry District Council
Cllr Anne Western	Derbyshire County Council
Cllr Lewis Rose OBE	Derbyshire Dales District Council
Cllr Tony Howard	East Lindsey District Council
Cllr Fiona Martin MBE	East Lindsey District Council
Cllr John Clarke	Gedling Borough Council
Cllr David Sprason	Leicestershire County Council
Cllr Marion Brighton OBE	North Kesteven District Council
Cllr Roger Begy OBE	Rutland County Council

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