



ANNUAL REPORT 2019-20



July 2020

EMC Annual Report 2019/20

1. Chairman's Report

Welcome to the East Midlands Councils (EMC) Annual Report 2019/20.

This Annual Report is part of how EMC accounts to its membership. 12 months ago, Members agreed a set of priorities for EMC to make progress on. 12 months on – this Annual Report updates our membership on how EMC has delivered against these commitments.

This Annual Report covers the services provided by EMC, including proposals for greater investment and infrastructure funds, our work on HS2, providing focused member and officer development programmes and our role as the Regional Employers' Organisation; as well as taking forward the management of important refugee and asylum resettlement programmes.

But the past 12 months has been a time of unprecedented challenge. At the onset of the year, it was clear that planning for a no-deal Brexit and supporting the sector in its preparatory work was going to be a significant area of work. Then in early March 2020, the onset of the Covid-19 pandemic brought unprecedented pressures and challenges upon Local Authorities in responding to supporting the health and wellbeing of their local communities and businesses, and the sector's own financial resilience.

Alongside these extraordinary pressures, the 4 pillar approach continues to provide the framework for EMC's work with our focus on being an all-member organisation, policy development, collective work and lobbying, and improving communications. We have made significant progress in a number of areas; in other areas there is still work to be done and we need to respond to the increasingly uncertain national political context, evolving government policy and the likely outcome of Brexit.

As an 'all-member organisation'; we routinely offered *all* councillors and officers in the region opportunities to attend our briefing, skills development and training events. The last year has seen over a 20% increase in the take-up of these programmes with 2,300 councillors and officer places taken throughout the year.

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 2019/20, with EMC delivering savings on behalf of its

member councils estimated to be £730,000 – a return of over 3:1 against total member subscriptions.

A significant focus has been in infrastructure and growth. One of the central challenges is to address the continued low levels of public investment in the region and to take full advantage of the opportunities offered by the Government's 'levelling-up' agenda. EMC and partners have developed an ambitious and deliverable set of infrastructure investment priorities on which we need to collectively work together in securing.

EMC has continued to work in partnership with DfT and East Midlands Rail to ensure that future rail services meet the needs of communities and businesses across the region. And here, EMC has secured a first for the region in agreeing in principle with DfT an ongoing role on the management of the franchise to ensure the influence of Local Authorities.

We continue to provide the leadership on HS2. EMC has promoted the development on local connectivity proposals to ensure that all parts of the East Midlands have the opportunity to benefit from HS2 investment.

A key focus was on developing a well evidenced regional submission to the Oakervee Review and hosting a visit from Douglas Oakervee to the East Midlands. This contributed to the Prime Minister giving the go-ahead for HS2 in early 2020. EMC has also provided support to the emerging East Midlands Development Corporation proposition from an HS2 perspective and we have continued to work as part of the HS2 East Partnership to promote the delivery of the Eastern Leg of HS2 and the improved connectivity to the North East and Scotland.

It has remained important that EMC provides effective leadership on asylum and refugee resettlement work – providing support for this vulnerable group of people while working with Government in order to put in place more resources that are needed at the local level. While we're rightly proud that councils have been able to voluntarily resettle over 937 refugees and vulnerable children, there remain concerns with asylum dispersal and the pressures it places on a limited number of our councils and so this remains a focus for our work.

We continue to provide direct service benefits to our membership – and EMC delivered organisational support and HR services through 58 different assignments to councils in the region. Alongside this, we provided advice to councils on 77 employment related requests and continue to manage a highly effective coaching network to support council employees across the region.

And on finances, EMC has secured new sources of external grant and consultancy funding, and further reduced expenditure – enabling our business plan to be once again delivered within a modest budget surplus that we will re-cycle into additional local government support and delivery programmes.

We often close our Annual Report by remarking that it's been a challenging year, most years are for local government. However, the tail-end of the year has been like no other. The Covid-19 pandemic, its impact on people's health and wellbeing, the economy and its wider social implications has led to a remarkable response by the sector – but allied to this is unprecedented strain placed upon local authorities – both in terms of service delivery and finances.

We remain grateful to EMC staff for their work, and the on-going engagement and support of councillors and officers. We look forward to continuing to work with colleagues across the East Midlands during 2020/21.



Cllr Martin Hill OBE
Chair
East Midlands Councils



Cllr David Mellen
Vice Chair
East Midlands Councils



Cllr Jonathan Morgan
Vice Chair
East Midlands Councils

2. Annual Accounts 2019-20

This financial statement details the financial position of East Midlands Councils for the year ending 31st March 2020. Reserves stood at £638,600 as at 31st March 2020.

Management Accounts (Period 1st April 2019– 31st March 2020)¹

BUDGET	BUDGET	2019/20 ACTUAL	VARIATION
INCOME	£	£	£
Grants	335,750	335,750	0
Subscriptions	270,900	270,900	0
Other Income	355,900	355,528	-172
TOTAL INCOME	962,350	962,178	-172
EXPENDITURE			
Staffing Costs	691,600	686,826	-4,774
Member Allowances	24,500	23,792	-708
Premises/SLAs	40,500	36,800	3,700
Direct Costs	199,550	190,304	-9,246
TOTAL EXPENDITURE	956,150	937,722	-18,428
OPERATIONAL SURPLUS	6,200	24,456	18,256

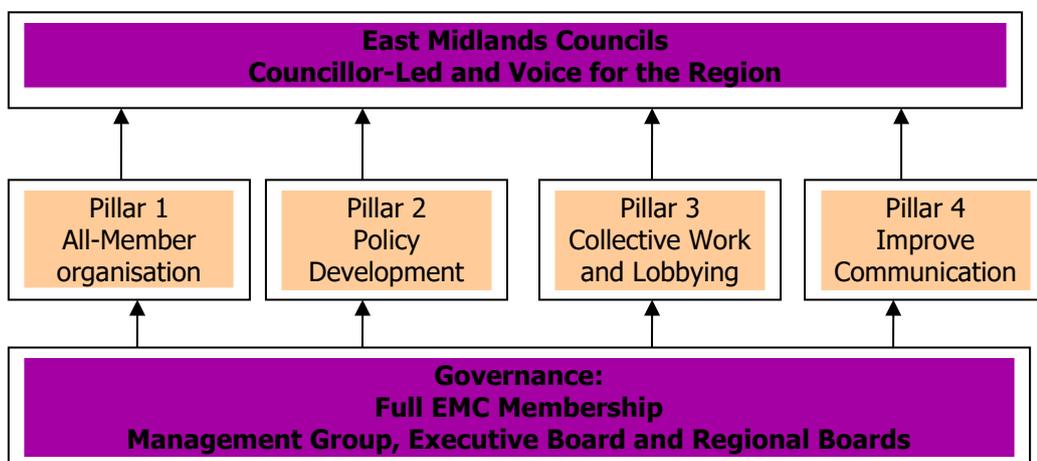
The Statement of Accounts will be audited and presented to Management Group at its meeting on 16th September 2020.

¹The accounts of East Midlands Councils are formally consolidated within those of Nottingham City Council (our accountable body during 2019/20), who are responsible for the providing the formal Statement of Accounts.

3. The 4 Pillar Approach to Regional Work

A four-pillar approach provides 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 2019/20

Pillar 1: All-Member Organisation

Members have long been clear that EMC must be 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.

EMC therefore continues to try to engage with all 2,000 councillors in the region. All councillors are regularly offered opportunities to attend briefing and development events at nil or low additional cost. All councils and councillors are offered opportunities to inform our work and our weekly Policy Brief is routinely sent to all councillors in the region.

Councillor Development remained a key area of activity for 2019/20 and within a refocused programme of councillor development and more localised-delivery, EMC has been able to more than double the numbers of councillor places taken as part of this programme to over 500. An example of the great feedback we receive is the following from a Councillor: *"Just possibly the best one day conference I've been toand I've been to plentybased on the quality of the speakers' presentations and the general smooth running.....all ran like clockwork. Came away with some really useful ideas that I'll be looking to integrate into our processes."*

The offer provided a mixture of opportunities to develop skills and knowledge, as well as providing seminars on significant issues for the sector. The programme was designed to support new councillors, complementing councils' own induction programmes, as well as supporting skills and knowledge development. Highlights included:

a) Conferences & Key Events

- A highly successful **Scrutiny Conference**, marking the publication of the Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities. Over 60 councillors and officers attended the conference and had the opportunity to hear from Baroness Nicky Morgan who was then MP and Secretary of State for Digital, Culture, Media and Sport on her previous role of Chair of the Treasury Select Committee and Lilian Greenwood MP, as Chair of the Transport Select Committee. Delegates were able to join practical workshops on topics such as leading and chairing scrutiny and questioning skills.

- **“Hitting the Ground Running”** these were popular induction sessions run jointly with the LGA and that followed on from the EMC meetings in July and February, to provide a follow-up **‘9 Months On’**. The sessions enabled councillors to develop a wider perspective on their role, help foster greater confidence and establish a network of peers from across the region to support and share learning.

b) Councillor Development Skills Workshops

The programme included skills development sessions to support newly elected and experienced Councillors, including workshops on:

The Role of the Civic Head and Team

- Advanced Financial Scrutiny Skills
- Introduction to Local Government Finance
- Charing skills
- Strengthening Personal Resilience
- Being an Effective Councillor
- Public speaking for Councillors

c) In-house Councillor Development Support

There was an increase in demand for in-house councillor development and EMC provided 20 workshops for councils on a range of topics and skills areas, including: Scrutiny, Charing skills, GDPR, Equality and Diversity, presentation skills and public speaking, community leadership, employment and recruitment and selection.

d) 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:

- Children’s Services
- Scrutiny
- Councillor Development

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, and more information on this is provided at paragraph (g) below.

Additional discounted services include the ‘e-Paycheck’ pay benchmarking database; East Midlands Jobs employment portal; the IT security service (WARP) which continued until July 2019; and XpertHR – an 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 2019/20; with EMC delivering total savings for councils estimated to be **£730,000**.

f) Support for Officers

During the last year, over 1000 delegates have attended our events for officers.

East Midlands Coaching Network (EMCN)

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. During the year, an additional council joined the network, so the headline figures are:

- 13 organisations subscribed to the network.
- 61 coaches, 6 independent coaches – an increase of 14 coaches in total.

In addition to the successful annual coaching conference, EMC also provided 3 CPD events for coaches, which are free to attend for those councils who subscribe to the network. Qualification-based training in coaching and mentoring has also been provided, with two cohorts at ILM Level 5 and one cohort for ILM Level 7.

Supporting the development of coaching organisationally, EMC hosted virtual coaching champion meetings, where officers involved in the development and delivery of coaching strategies were able to network and share approaches and interventions.

Continuing Professional Development (CPD) Programmes

Last year East Midlands Councils once again offered its extremely popular low-cost Continuing Professional Development (CPD) programmes for both planners and environmental health officers. 688 delegates attended the events provided for Environmental Health Officers and 425 delegates attended the seminars for Planners, delivering over 5,000 hours of continuing professional development.

Cyber Security Network

During 2019/2020 3 additional councils joined the network co-ordinated by EMC to support Cyber Security Officers from across the region, bringing membership to 32 local authorities. In 2019 the network decided to review its terms of reference to reflect developments with technology and cyber security. Members decided to no longer continue to share the costs of an early warning detection system of data security attacks, and to redirect the funds to support shared activity, learning and resources on cyber security more broadly. An example was a practical workshop on cyber incident response plans.

Recruitment and Selection

Through-out the year EMC has provided a range of recruitment and selection advice and support to local authorities through the design and development of assessment centres for a range of senior roles and a graduate development programme. We have also supported member panel interviews, provided psychometric assessments and ability testing and delivered training to both councillors and officers.

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 2019/20, EMC responded to 77 separate requests for advice. The workforce implications of COVID saw a significant rise in requests for advice, with EMC responding to more queries in March than were received throughout the rest of the year.

Research and Information Requests

There was a 12% increase in the number of research assignments completed in 2019/20 compared to the previous year. 96 separate research assignments were carried out by for local authorities. This service enables councils to share policies and practices on a broad range of matters.

g) In-house Support to Councils

EMC provided individual support to councils on a not-for-profit consultancy basis on a range of projects. There was a 21% increase in the number of assignments provided during 2019/20 compared to the previous year, with 58 separate assignments being completed. The support provided receives excellent feedback, with councils returning to EMC for repeated support having had such positive experiences of the service. The support included:

- Interim HR Management
- Coaching
- Mediation
- Advising at disciplinary hearings and dismissal appeals
- Providing advice on approaches to job evaluation
- Chief Executive appraisal facilitation
- Independent investigations
- Agile/New Ways of Working Workshops

Pillar 2: Policy Development

To support councillors' engagement with policy development of importance to the region, during the course of 2019/20, 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

The Regional Employers' Board provides political leadership on employment issues and forms the Employers' side of the Regional Joint Council. East Midlands Councils (EMC) through its role as the region's Employers Organisation, has the responsibility of supporting employment relations through the operation of the Regional Joint Council. The Regional Joint Council (RJC) provides a forum for joint trade unions and leading Members to discuss employment matters and to agree areas for joint working.

The workforce priorities for 2019/20 were:

- Addressing the gender pay gap.
- Apprenticeships.
- Recruitment and retention in skills shortage areas: planning, building control and social care.
- Pay and rewards – with a particular focus on the implementation of the new national pay spine on 1st April 2019.
- Brexit – keeping a watching brief.

Progress against these priorities can be accessed [here](#)

Main issues for the Board and the Joint Council have been developments with national pay negotiations, the continuing role in Social Dialogue as part of the EU, supporting apprenticeships, and local government reform in Northamptonshire. In terms of apprenticeships, at the June 2019 meeting the Joint Council received a presentation on national developments. It agreed a joint statement from the Joint Chairs to encourage and support apprenticeships within local government across the region.

The meeting in September 2019 focused on pay and was followed by a regional briefing on the national pay negotiations – a meeting which all councils were invited to attend to be consulted on and inform the national pay negotiations.

Since March, the focus has been on the workforce implications of COVID-19. The Board has agreed new priorities for the forthcoming year, reflecting the new issues

arising from the COVID-19 response, as well as maintaining a focus on key workforce themes to support councils at a regional level for the forthcoming year.

As Vice-President of CEEP and President of CEEP UK, Cllr Beattie has been working to maintain an influence at European level, given that EU Directives will directly apply to the UK until Brexit is fully implemented. The situation has been under review while the nature of the UK's relationship with the EU post-Brexit becomes clearer. A decision will be taken when appropriate on the value of continuing any influencing role, but in the meantime EMC ensures councils are informed of EU developments and implications, e.g. developments with the right to remain scheme, with regular articles within its weekly Policy Brief and monthly HR Bulletin.

b) Asylum and Refugee Resettlement

Asylum and refugee resettlement 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 an increasingly important area of work. In particular, the National Transfer Scheme for Unaccompanied Asylum Seeking Children (UASC) has seen the transfer of over 100 children from either Kent or London Boroughs, in region transfers from Northamptonshire, via the 'Dubs' amendment (children already in Europe) or the Vulnerable Children's Resettlement Scheme (VCRS) (from the Middle East and North Africa).

Our comprehensive review of the costs of supporting UASC made a significant contribution to the Home Office providing additional funding for local authorities supporting UASC. That uplift represented an estimated additional £2.25 million per annum into East Midlands Children's Services. Following on from that review, EMC recently completed a report - the first of its kind - analysing the costs and pressures of supporting former UASC care leavers and has worked with the Home Office to ensure councils are better funded in order to meet these responsibilities. This has resulted in the Home Office announcing additional funding for former UASC care leavers, which now stands at £240 per care leaver per week, representing a 20-60% increase. Within the East Midlands, this equates to an additional £4.1 million this year to councils' Leaving Care Services.

Councils in this region have every reason to be proud of their record in resettling vulnerable people fleeing the conflict in Syria. As part of the Vulnerable Persons and Vulnerable Children's Resettlement Scheme, councils have now resettled over 930

refugees and prior to the Covid-19 pandemic we were on-track to meet our pledge to resettle 960 refugees by March 2020.

With the Vulnerable Persons and Vulnerable Children's Resettlement Schemes due to end, the UK has continued their commitment to resettling the most vulnerable refugees overseas by agreeing to resettling 5000 refugees through the UK Resettlement Scheme (UKRS). we are pleased to announce that several councils have agreed to continue participation in the UKRS.

Wider work included:

- The Regional Migration Board has continued to support effective leadership and accountable decision-making on all matters relating to asylum and refugee resettlement programmes in the East Midlands.
- Strengthened EMC's role as a key regional partner for Government in the management and delivery of asylum and refugee resettlement programmes.
- Developing a regional response for the prevention and response to UASC that may become/are missing from care.
- Developing a region wide UASC foster carer recruitment project with Leicestershire County Council, in partnership with all Children's Services in the East Midlands.
- Provided the platform for senior officer and political engagement for all councils involved in the delivery of these programmes.
- Represented the local authority concerns and priorities in the development and delivery of national programmes.
- Put in place improved working arrangements between local authorities and key sectors, e.g. health, education providers, employers and the voluntary and community sector.
- Continue to support partners in widening participation in English as A Second Language (ESOL) courses.

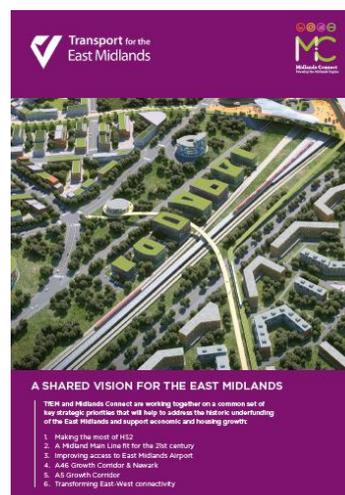
Pillar 3: Collective Work and Lobbying

The past year has seen the organisation continue to place significant 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 the region's MPs, MEPs, business leaders and the voluntary and community sector. The leadership by the region's transport board, 'Transport for the East Midlands' (TfEM) chaired by the Mayor of Leicester, Sir Peter Soulsby has continued to provide a strong focus for our work on strategic transport investment.

a) EMC Infrastructure Priorities

EMC undertakes an annual review of Treasury Statistics that continue to show the extent that the region is losing out in terms of funding for economic growth, transport and wider infrastructure. TfEM is leading the region's work with Midlands Connect in lobbying for the Government funding to match our ambitions as set out in six key priorities for transport investment in the East Midlands.

- Making the most of HS2
- A Midland Main Line fit for the 21st Century
- Improving access to East Midlands Airport
- A46 Growth Corridor & Newark
- A5 Growth Corridor
- Transforming East-West Connectivity



The document is available at:

https://www.emcouncils.gov.uk/write/MID_10894007_A4_4pp_Brochure_EM_V2_150dpi.pdf

Following the General Election the Chair and Vice Chair of TfEM, Sir Peter Soulsby and Cllr Richard Davies (Lincolnshire CC), wrote to the Secretary of State for Transport Rt. Hon. Grant Shapps MP highlighting persistent transport spending gap between the

East Midlands and the UK average, and drawing attention to the number of pending decisions that could start to 'level up' the situation.

The 2020 Budget made a number of positive announcements reflecting some of these priorities which may start to close the funding gap, including:

- Confirmation that the A46 Newark Northern Bypass will be delivered starting in RIS2 – although there remain little detail timescales.
- Development funding for the Chesterfield-Staveley Regeneration Route Large Local Major Scheme.
- Support for the Derby- Nottingham Transforming Cities bid.
- Partial support for the Leicester Transforming Cities bid.

In addition, the Government has made available development funding to progress improvements to the A614 (Nottinghamshire) and the A511 (Leicestershire).

a) Midlands Engine

The Midlands Engine, chaired by Sir John Peace, was established in late 2015. In rebalancing the UK economy and supporting economic growth, trade and investment across the East and West Midlands, the Midlands Engine has an significant role to play.

The region has been represented on the Midlands Engine Board by four local authority leaders; Cllr Martin Hill (Lincolnshire County Council), Cllr Chris Poulter (Derby City Council), Cllr Barry Lewis (Derbyshire County Council) and Cllr David Mellen (Nottingham City Council).

Notable development include establishing the Midlands Engine Economic Observatory to be the economic evidence base for the region and provide important intelligence, undertaking the Midlands Engine Energy Review, exploring access to finance barriers for Midlands Engine businesses and infrastructure projects, developing a long-term Midlands Engine Innovation Strategy and publishing a Midlands Engine Environmental Strategy.

b) Midlands Connect

EMC continues to work 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.

The region has been represented by Sir Peter Soulsby (Leicester City Council), Cllr Kay Cutts (Nottinghamshire County Council) and Cllr Nick Rushton (Leicestershire County Council), with Cllr Simon Spencer as an 'alternate' member.

Key areas of work this year have included a major study on the economic role of the A46 corridor across the Midlands, building the case for advancing the HS2 Hub Station at Toton and for ensuring effective regional and local connectivity to the HS2 network, and measures to improve East-West connectivity by rail – which have since culminated in the publication of the Midlands Engine Rail Strategy.

<https://www.midlandsconnect.uk/publications/midlands-engine-rail-summary/>

Midlands Connect has also been asked to prioritise DfT investment into the Major Road Network and for 'Large Local Major' transport projects from across the Midlands for the period 2020-25. Priorities for this period 2020-25 agreed by TfEM comprise:

- A614 (MRN): Nottinghamshire County Council.
- A511 Growth Corridor (MRN): Leicestershire County Council.
- North Hykeham Relief Road (LLM): Lincolnshire County Council.
- Chesterfield-Staveley Regeneration Route (LLM): Derbyshire County Council.
- Newark Northern Bypass (RIS2): Highways England.

c) 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.

The upgrade work, including enhancements to Derby, Leicester and Market Harborough continue, along with the electrification of the line to Corby – and then to Market Harborough by 2023. Combined with the commitment to electrify between Clay Cross and Sheffield, this means that 62% of the MML will be electrified over the next decade or so.

The business case for the full electrification of the Midland Main Line remains strong as it will significantly reduce the running costs of the railway, reduce CO2 emissions, improve air quality and enable the faster acceleration and deceleration of trains. It will also promote the future integration of the HS2 and existing rail networks by enabling high speed conventional-compatible running.

EMC has made a strong case for investment through the submission to the National Infrastructure Commission's Rail Needs (HS2) Assessment, and

continues to work closely with a range of delivery partners and MPs to develop the case for a rolling programme of incremental electrification to ensure the MML is fully electrified by the time HS2 becomes operational.

d) East Midlands Rail Franchise

EMC has continued to work in partnership with the DfT on the East Midlands Rail Franchise Competition to ensure that future rail services meet the needs of communities and businesses across the East Midlands and help to deliver the Midlands Engine agenda.

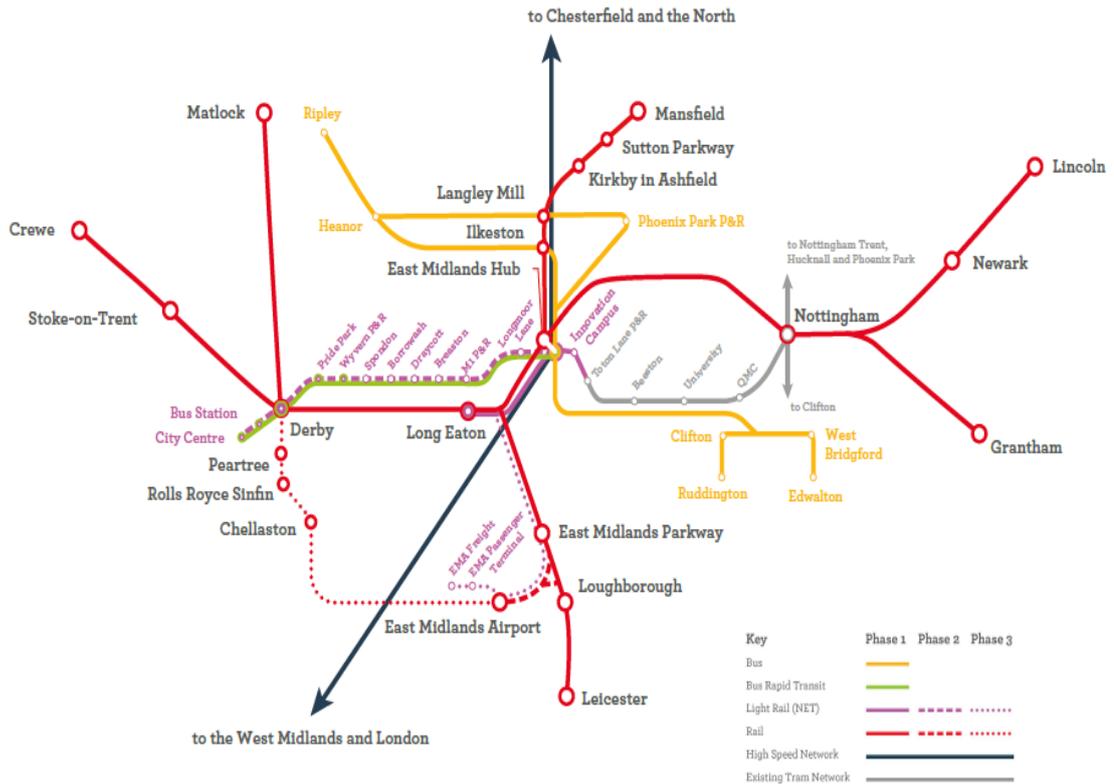
With additional support from the region's LTAs, EMC has seconded a staff resource to the DfT Franchise team in London. The agreed Strategic Statement and Social Value Statement (available [here](#)) has provided the basis for EMC's engagement in the process.

EMC has agreed in principle with DfT an ongoing role on the management of the franchise to ensure it delivers for local communities and businesses and to drive continuous improvement, which is due to be formalised shortly.

e) HS2

We are grateful to the work of Cllr Kay Cutts, Chair of HS2 Executive Board, Cllr Tricia Gilby, Chair of the Chesterfield & Staveley Delivery Board and Cllr Simon Spencer, Chair of the Regional Mitigation Board for their leadership on HS2. The way the region has pulled together on HS2 is to its credit.

EMC has worked closely with councils, LEAs and other stakeholders to take forward the East Midlands HS2 Growth Strategy which sets out proposals to use HS2 investment in the East Midlands to create an additional 74,000 jobs and £4 billion of GVA across the region. EMC has promoted the development on local connectivity proposals to ensure that all parts of the East Midlands have the opportunity to benefit from HS2 investment through the '[Access to Toton](#)' Study, which formed a key part of the region's submission to the National Infrastructure Commission's Rail Need Assessment Call for Evidence.



In addition, the EMC led work to develop a well evidenced regional submission to the Oakervee Review and hosting a visit from Douglas Oakervee to the East Midlands. This contributed to the Prime Minister giving the go-ahead for HS2 in early 2020.

EMC has also provided support to the emerging East Midlands Development Corporation proposition from an HS2 perspective.

EMC has continued to work as part of the HS2 East Partnership to promote the delivery of the Eastern Leg of HS2 and the improved connectivity to the North East and Scotland, Co-Chaired by Cllr Cutts MBE and Cllr Judith Blake (Leeds City Council). Further information is available at www.hs2east.co.uk.

f) Working with East Midlands MPs

East Midlands Councils, in conjunction with East Midlands Chambers of Commerce, continues to work with the region’s MPs to support the East Midlands All-Party Parliamentary Group. Co-chaired by Nigel Mills (Conservative, Amber Valley) and Alex Norris (Labour, Nottingham North), the new EM APPG was formally re-established after the 2019 General Election. While we continued our work with the MPs, the Parliamentary focus on Brexit and then the General Election prevented the APPG meeting as frequently as originally

envisaged. Looking forward, with the levelling up agenda and the impact of Covid-19, it is clear that our work with MPs becomes more important than ever.

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. Alongside the weekly policy brief sent to nearly 2,000 councillors in the region, we're making improvements to our website and partly in response to Covid-19 and the new ways of working, we are putting in place new virtual networks and making better use of social media

We have good relationships with local and regional media but we must continue to 'up our game' to enhance the profile of this region and to secure greater levels of public investment – and EMC should ensure it play its part in achieving this.

5. EMC Business Plan 2020/21

The business plan reflects the priorities that our membership wants EMC to focus upon and deliver. Against this we have always accepted that the business plan must remain flexible and respond to the changing priorities and challenges faced by the sector. With Covid-19 having a significant impact on Local Authorities, both in terms of service delivery, capacity and finances – EMC has reviewed its business plan and associated work programme to ensure we meet the needs of our membership.

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:

- Meet the learning and development needs of new and existing members.
- A further expansion of the member development programme (delivered both regionally and locally).
- Member briefing and consultation events on key/significant issues.
- Delivery 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.
- Councillors, 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:

- Policy Briefs (EMC members and MPs).
- 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 [e.g. HS2, Midlands Engine/Connect], asylum/refugee resettlement, health and well-being, children's and adult's services, apprenticeship levy, regional pay negotiations and consultation.

Actions:

- Respond to changing policy environment and provide platform for Councillor leadership on key policy issues: e.g. public investment and government funding, affordable housing investment, apprenticeship levy, health and asylum/refugee resettlement.
- Develop policy forward plan that reflects risk, opportunities and actions required.
- Regular MP.
- Regular councillor and officer briefing opportunities.
- Councillor-led task and finish groups develop collaborative approach on specific issues; health, asylum/refugee resettlement and 'Brexit'.
- Promote more effective co-ordination with key partners, e.g. Midlands Engine/Connect, LEPs, BEIS, MHCLG.

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.
- Collective leadership on strategic issues 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).
- Provide an ongoing 'Limited Management Role' for TfEM in the next franchise agreed by the TfEM Board in January 2018.

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, regional investment and funding, housing, asylum and refugee resettlement.
- Respond to consultations/calls for evidence/select committees to provide single voice on issues of common concern.
- Campaign of key issues that include increasing levels of public investment.
- Providing leadership and governance for key regional initiatives, e.g. Regional Employers', Hs2 Strategic Board, Midlands Engine/Connect, East Midlands Rail Franchise.
- Focused work to secure a greater share of investment through delivery against regional investment priorities: Making the most of HS2, Midland Mainline fit for the 21st Century, A5 Growth Corridor, A46 Growth Corridor and wider Newark Enhancement, Improving Access to East Midlands Airport, Transforming East-West Connectivity.
- Focused work on employment priorities: recruitment/retention; pay & rewards; wellbeing & resilience; workforce change; apprenticeships.

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 weekly Policy Brief for EMC members, and on a monthly basis for the regions' MPs.

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 develop links with partner organisations, e.g. Government Departments, voluntary and community sector, business organisations.

**Governance: Full EMC Membership
Management Group, Executive Board and Regional Boards
EMC budget 2019/20 - £957,550**

EMC Budget 2020/21

The following EMC budget 2020/21 was approved by the Management Group and by the Executive Board in March 2020.

	Core Services	Contracts & Grants	Member & Learning Development	Consultancy	Fee Paying Events & Services	TOTAL
INCOME	£	£	£	£	£	£
Subscriptions	279,000					279,000
Grants Earned		335,800				335,800
Income	5,000	1,000	18,100	192,000	165,800	380,900
Total	<u>283,000</u>	<u>336,800</u>	<u>18,100</u>	<u>192,000</u>	<u>165,800</u>	<u>995,700</u>
EXPENDITURE	£	£	£	£	£	£
Staffing	204,200	300,400	42,900	138,800	67,600	753,900
Members Allowances	23,500					23,500
Direct Costs	38,750	48,550	9,850	33,750	77,400	208,300
Total	<u>266,450</u>	<u>348,950</u>	<u>52,750</u>	<u>172,550</u>	<u>145,000</u>	<u>985,700</u>
Surplus / (Deficit)	16,550	-12,150	-34,650	19,450	20,800	10,000

Our Leadership (July 2019 - June 2020)

Executive Board	
Cllr Martin Hill OBE (Chairman)	Lincolnshire County Council
Cllr David Mellen (Vice Chairman)	Nottingham City Council
Cllr Jonathan Morgan (Vice Chairman)	Charnwood Borough Council
Cllr Jason Zadrozny	Ashfield District Council
Cllr Tricia Gilby	Chesterfield Borough Council
Cllr Chris Poulter	Derby City Council
Cllr Barry Lewis	Derbyshire County Council
Cllr David Bill MBE	Hinckley & Bosworth Borough Council
Cllr Sarah Russell	Leicester City Council
Cllr Nicholas Rushton	Leicestershire County Council
Cllr Roger Blaney	Newark & Sherwood District Council
Cllr David Lloyd	Newark & Sherwood District Council
Cllr Richard Wright	North Kesteven District Council
Cllr Jonathan Nunn	Northampton Borough Council
Cllr Matthew Golby	Northamptonshire County Council
Cllr Kay Cutts MBE	Nottinghamshire County Council
Cllr Alan Rhodes	Nottinghamshire County Council
Cllr Oliver Hemsley	Rutland County Council

Management Group	
Cllr David Mellen	Chairman
Cllr Martin Hill OBE	Vice Chairman
Cllr Jonathan Morgan	Vice Chairman
Cllr Roger Blaney	Conservative Party Group Leader
Cllr Jason Zadrozny	Independent Group Leader
Cllr Alan Rhodes	Labour Party Group Leader
Cllr David Bill MBE	Liberal Democrats Party Group Leader

Regional Employers' Board	
Cllr Tom Beattie (Chair)	Corby Borough Council
Cllr Byron Rhodes (Vice Chair)	Leicestershire County Council
Cllr Gale Waller (Vice Chair)	Rutland County Council
Cllr Mick Barker	Derby City Council
Cllr Garry Purdy	Derbyshire Dales District Council
Cllr Robert Parkinson	Erewash Borough Council
Cllr Ian Jelley	Kettering Borough Council

Cllr Terri Eynon	Leicestershire County Council
Cllr Ian Fleetwood	Lincolnshire County Council
Cllr Robert Parker	Lincolnshire County Council
Cllr Kate Foale	Nottinghamshire County Council
Cllr Oliver Hemsley	Rutland County Council
Cllr Kevin Richards	South Derbyshire District Council

Regional Migration Board	
Cllr Ivan Ould (Chair)	Leicestershire County Council
Cllr Sarah Russell (Vice Chair)	Leicester City Council
Cllr Steve Fritchley	Bolsover District Council
Cllr Ken Ritchie	Daventry District Council
Cllr Mick Barker	Derby City Council
Cllr Alex Dale	Derbyshire County Council
Andy Keeling	Leicester City Council
Cllr Patricia Bradwell	Lincolnshire County Council
John Robinson	Newark & Sherwood District Council
Cllr Richard Wright	North Kesteven District Council
Cllr Sandra Naden-Horley	Northamptonshire County Council
Alison Challenger	Nottingham City Council
Cllr Rebecca Langton	Nottingham City Council
Linda Sellars	Nottingham City Council
Cllr Philip Owen	Nottinghamshire County Council
Colin Pettigrew	Nottinghamshire County Council
Cllr John Boyce	Oadby & Wigston Borough Council
Cllr Tony Aslam	Wellingborough Council

Our Staff

Lisa Bushell	Learning & Development Advisor
Lisa Butterfill	HR & Development Manager
Matthew Clarke	UASC Policy Officer
Lois Dale	Business Support Officer
Brein Fisher	Interim Migration Manager
Lisa Hopkins	PA to Executive Director
Kirsty Lowe	Learning & Development Advisor
Sam Maher	Director of HR & Councillor Development
Mila Pereira	HR & Learning and Development Co-ordinator
Andrew Pritchard	Director of Policy and Infrastructure
Hannah Smith	Programme Officer
Stuart Young	Executive Director