



**Executive Board
23rd March 2018**

Report of Management Group

Draft EMC Business Plan 2018/19

Summary

The following report details the proposed EMC Business Plan for 2018/19.

Recommendations

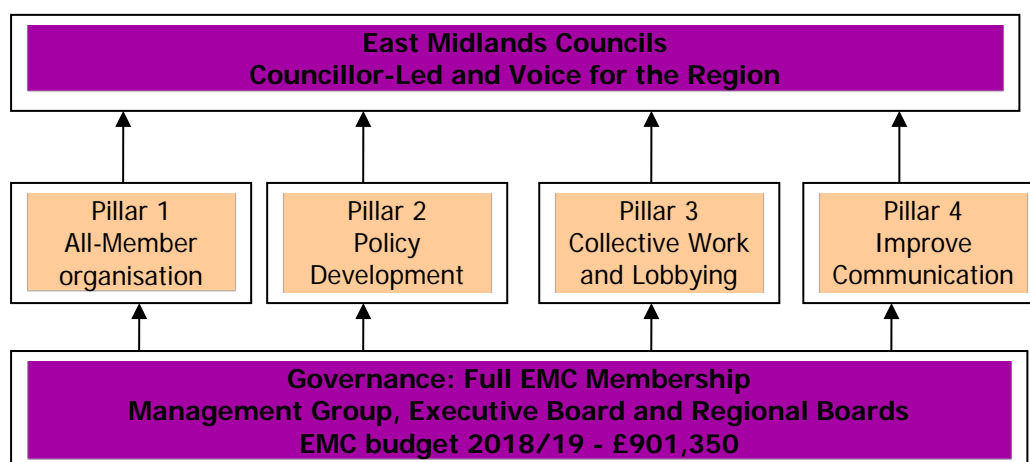
Members of the Executive Board are invited to consider and formally endorse EMC's business plan, as recommended by Management Group.

1. Introduction

- 1.1 The draft business plan for 2018/19 that will include a statement of EMC's objectives and proposed activity over the next 12 months. 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.
- 1.2 Against this business plan, EMC must be flexible and respond to the changing priorities and challenges faced by the sector, e.g. any change in asylum and refugee responsibilities. Therefore, the activities within any business plan may change if Members require it to. However, within this context, the business plan should reflect issues highlighted through initial consultation with our membership and so provide the basis for work in the coming year.

2. Focus of Business Plan

- 2.1 The focus for the Business Plan is suggested to continue by the agreed '4 pillar' approach unanimously agreed by Members, as shown by diagram below and summary attached as Appendix 7.3(a):
- All-Member Organisation.
 - Policy Development.
 - Collective Work and Lobbying.
 - Improve Communication.



- 2.2 The 4 pillar approach will continue to provide the framework for the proposed programme of work. While some issues inevitably relate to more than one pillar of work, this approach does provide clarity on the focus of organisational activity against

the priorities identified by the independent review and unanimously agreed by Members.

a) Pillar One

- 2.3 EMC has adopted an 'all-member' approach and secured greater member involvement – however, there remains some way to go before a significant number of the 2000 councillors in this region regularly engage. The policy brief and all-member events help in this regard as it enables EMC to engage more widely than solely on the limited number of councillors who comprise the actual membership of East Midlands Councils.
- 2.4 For 2018/19, EMC should continue to offer further opportunities for councillors to engage and influence the work of EMC, including policy development, attendance at Parliamentary events and full EMC meetings.
- 2.5 This should include the delivery of a comprehensive member development programme including 'all-member' events on issues of significant importance to councils that may cover:
- The implications of 'Brexit'
 - HS2, Connectivity and Growth Strategy
 - Midlands Engine and public investment into the East Midlands
 - Midlands Connect, strategic transport infrastructure priorities
 - Asylum and Refugee Resettlement
 - Local Government as Employers, eg apprenticeships, GDPR, wellbeing

b) Pillar Two

- 2.6 A focus on policy development, with the membership providing the mandate for action (based upon an annual work programme). In discussions with Members, the following issues have been highlighted for policy development work (with its links to collective work and lobbying):
- Industrial Strategy and manufacturing zone proposals.
 - HS2 and the development of the Hybrid Bill process.
 - Health – implications of STPs and health engagement in wider work, e.g. asylum/refugee resettlement.
 - Regional Employers – GDPR (General Data Protection Regulations), Apprenticeships – supporting councils to maximise return on the levy and identify apprenticeships to assist with skills shortage areas and workforce development, Pay and rewards, health and social care integration, recruitment and retention within planning, building control and social care, digitalisation/commercialisation.
 - Lead member networks for children, adult social care, and health & wellbeing boards.

- Asylum and refugee resettlement – specifically asylum dispersal, Syrian and UASC resettlement programmes and ESOL.

c) Pillar 3

- 2.7 More effective collective work and lobbying. The identification of practical solutions and policy responses should link campaigning to the collective work of member councils, specifically in conjunction with the work of the All-Party Parliamentary Group of MPs (East Midlands) and LEPs.
- 2.8 The core elements of this pillar of work are proposed to include:
- HS2 Phase Two (Eastern Leg) and delivery of HS2 Growth Strategy.
 - Midlands Engine & Midlands Connect (the development of EM prospectus within context of Industrial Strategy).
 - Effective working relationships with LEPs within context of Industrial Strategy.
 - A focus on the delivery of the 6 agreed regional strategic infrastructure schemes, with the development of successor programmes.
 - Asylum and refugee resettlement programmes.
 - Development of apprenticeships schemes and work to address skills shortage/recruitment and retention pressures.

d) Pillar 4

- 2.9 The objective remains to improve communication with the membership and outside partners to better promote the identity and profile of the region alongside the value of the organisation. In particular, there is an opportunity to:
- Further support the platform for councillors' leadership, either through meetings of EMC or focused summits, the promotion of good practice and encouraging the better use of online forum, social media and the wider use of EMC website. Further develop links with locally based Government Departments and partner organisations, e.g. BEIS, DCLG, PHE, Midlands Engine/Connect and LEPs.
 - Promote a more effective working relationship with MPs and MEPs.

3. Recommendation

- 3.1 Members of the Executive Board Group are invited to consider and formally endorse EMC's business plan, as recommended by Management Group.

Cllr Martin Hill
Chairman

Stuart Young
Executive Director

