

EAST OF ENGLAND LGA PERFORMANCE FRAMEWORK 2017-18

Themes	Outcomes	Actions	Performance Target	Performance Monitoring	RAG	Ongoing Performance
1. Strategic Engagement	1.1. Local councils make the most of and continue to be members of the East of England LGA.	1.1.1. SMT maintain strong relationships with the senior leadership teams of member authorities.	All 52 councils in membership and invoices paid	Freq: Annual From CRM From Customer satisfaction survey		SMT members offered each council a visit from EELGA to discuss council priorities and support from EELGA including core service and talent bank. Visits completed with follow up visits as required. Annual customer perception survey - received responses from 27 councils in the East of England.
		1.1.2. Host two Assembly meetings per year with relevant and high profile keynote speakers secured.	Proportion of council leaders attending (60%) 2016/17 Baseline: 60%	Freq: Annual From attendance lists From CRM		Assembly meetings took place on 5 July 2017 and on 26 January 2018 67% of council leaders attended assembly meetings in 2017/18.
		1.1.3. Host four meetings of the East of England LGA Management Committee to provide day-to-day management of the Association.	Proportion of Management Committee members attending (60%) 2016/17 Baseline:	Freq: Annual From attendance lists		Management Committee met on 2 June / 28 September 2017 and 7 Dec 2017. 87% of members attended the management committee meetings in 2017/18.
		1.1.4. The work and role of the East of England LGA promoted through relevant media.	11 E-bulletins 10 case studies promoted through relevant media	Freq: Bi-Annual		Ebulletins continue to be issued on a monthly basis to a recipient list of 2,535. Over the final quarter period Twitter had over 15.3k impressions and the account has over 1,508 with an average gain of 1 new follower a day. LinkedIn has been used to promote news stories and have over 300 followers to the organisation's page since launching in January 2018.
		1.1.5. Annual reception at LGA conference.	Proportion of council leaders and CEXs attending (65%)	Freq: Annual From attendance lists		Annual reception took place on 4 July 2017, sponsored by Concertus. 70% of councils leaders and CEX attended - 71 out of 102 (52 Leaders & 50 CEX)
		1.1.6. Quarterly East of England Chief Executive Forum meetings are supported.	Association update provided to every meeting	Freq: Annual		The East of England Chief Executive Forum met on 16 Jun, 8 Sept and on 1 Dec 2017 and will meet again on 2 March 2018. A Highlights report was provided and presented at all meetings.
	1.2. Local councils influence and enhance the priorities of the national LGA.	1.2.1. Chairman is supported to attend and provide feedback from LGA Executive meetings.	Briefing prepared for the Chairman	Freq: Bi-Annual From records		LGA Executive met on 15 Jun, 20 Jul, 14 Sept, 19 Oct, 12 Dec 2017 and on 25 Jan 2018. A briefing was provided to the chairman ahead of each meeting (except on 12 Dec 2017)

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			for every meeting			
		1.2.2. The political and executive leadership of the LGA meets with local councils in the East.	Senior LGA Representative s visiting region twice per annum	Freq: Annual		Representatives from the National LGA met with chief finance officers at the East of England Business Rates Retention Consultation on 13 April. Mark Lloyd also met with East of England Chief Executives Forum on 16 June 2017 and LGA representatives attend EECEF regularly.
	1.3. Local councils are self-aware and ensure that any councils or services facing difficulty are supported by the sector.	1.3.1. The East of England LGA works with the national LGA to support our councils to respond to the outcomes of any Peer Challenge process.	All councils undergoing a Corporate Peer Challenge are contacted to offer follow up support	Freq: Annual From records		EELGA notified by LGA of scheduled Peer reviews and outcomes. Contact made once complete.
		1.3.2. Quarterly meetings of the Improvement and Efficiency Panel.	Proportion of members attending (60%) 2016/17 Baseline: 66%	Freq: Annual From attendance lists		Meetings have taken place on 20 th June and 28 th September 2017 and 15 th March 2018. The 7 th December 2017 meeting was cancelled. 69% of members attended the Improvement and Efficiency Panel meetings in 2017/18.
2. Economic Growth & Infrastructure	2.1. Champion the central role of local councils in economic growth, including bringing together local councils and their partners to support them to engage with government and make the case for investment in their economies.	2.1.1. Quarterly meetings of the East of England Growth and Infrastructure Group	Proportion of members attending (60%) 2016/17 Baseline: 100%	Freq: Annual From attendance lists		Meetings took place on 29 June 2017, 26 September 2017, 11 Jan 2018 and 19 March 2018. 91% of members attended the East of England Growth and Infrastructure Group meetings in 2017/18.
		2.1.2. Two meetings Wider South East Political Steering Group	Proportion of members attending (60%) 2016/17 Baseline: 100%	Freq: Annual From Attendance List		Meetings took place on 21 July 2017 (100% attendance from East of England) and 21 March 2018 (100% attendance from East of England).
		2.1.3. Support a Wider South East Technical Evidence Stocktake to review the current evidence base available on a range of issues impacting local authorities to identify opportunities for collaboration.	Technical Evidence stocktake is reviewed at least once a year.	Freq: Annual From CRM		The East of England Strategic Spatial Planning Officers' Group (EE SSPOLG) meet regularly and reviewed the required work on 21 April, 16 June, 15 September, 14 November 2017 and on 16 Jan 2018.
		2.1.4. Work with the Wider South East to support joint lobbying activities on agreed strategically significant infrastructure schemes.	4 infrastructure schemes are supported through	Freq: Annual From CRM		<ul style="list-style-type: none"> • A letter to the Department for Transport (July 2017) • Letter to National Infrastructure Commission (September 2017) • Autumn Statement Submission (September 2017) • Meeting With DfT (October 2017)

			lobbying activities.			<ul style="list-style-type: none"> A follow up meeting with DfT civil Servants, EELGA and Essex (November 2017)
2.2. Support members to tackle the economic and infrastructure challenges affecting their growth ambitions.	2.2.1. Ensure that the East of England Member Councils are informed and are able to influence the preparation of the London Plan Review.	Two Summits delivered per annum.	Freq: Annual From CRM			The Summit took place on 26 January 2018. One Summit took place in 2017/18. Members have agreed that one summit take place annually.
	2.2.2 Facilitate councils and partners to jointly explore options for growth and infrastructure through devolution.	Number of engagement opportunities	Freq: Annual From CRM			EELGA Associates and staff supporting authorities involved in Cambridgeshire and Peterborough Combined Authority. East of England LGA has been supporting councils to set up Transport East (Sub-National Transport Forum for the East).
	2.2.3 Delivery partner in the regional KEEP+ project to support SME development through R&D support to develop innovation.	Number of opportunities to raise awareness of the project with members	Freq: Quarterly From CRM			The Association is taking a role in promoting the programme to member authorities.
	2.2.4. Manage the East of England Forecasting Model to provide data on the scenarios that are most important to local councils, LEPs and other partner organisations. Disseminate findings through local and regional events.	Model runs on a full cost recovery basis. EEFM is promoted at a minimum of 2 regional events	Freq: Annual From CRM			Model is operational. Financial commitment is still pending from Cambridge / Peterborough and Hertfordshire LEPs. Model has been promoted through the WSE Programme of meetings.
2.3. Support our members with meeting new and existing housing pressures and tackling barriers to housing growth.	2.3.1. Work with partners across the Wider South East to jointly argue for the tools and powers to tackle housing barriers.	Engage with Government and/or wider stakeholders – twice a year.	Freq: Annual From CRM			Building on the work in 2016/17, a letter was sent to the new Minister for Housing after the June 2017 election. Following a number of changes in the ministerial responsibility, this activity is being reviewed and will be actioned after the next WSE Political Steering Group meeting on 21 March 2018.
	2.3.2. Support affected councils to mitigate the impact of the movement of homeless households out of London.	An MOU is established to improved notifications and reduce market impact.	Freq: Quarterly From CRM			Steps have been put in place to improve notifications through providing London Boroughs with standard email address set-up in 41 EofE councils (89%). An event will take place in May 2018 to engage East of England LAs in defining the next steps for this project.
	2.3.3. Support the development of housing companies through the provision of bespoke support from our Talent Bank	Establishing a Housing Company support package through the Talent Bank	Freq: Annual From CRM			Support offer in place through the Asset Management Talent Bank offer.
2.4. Develop a coordinated approach to tackling skills shortages in key areas.	2.4.1. Develop a collaborative programme to support members with workforce planning in key areas.	Number of councils engaged	Freq: Annual From CRM			The regional planning project has helped address the skills gap in planning across the region. The last call for signed copies of the Memorandum of Co-operation on Training and Career Development in Planning has been circulated. The schools pack which can be used by any authority locally and has been circulated. Assistance has been

						given to Essex POA to develop their implementation plan for the MoC and will continue on a light touch basis. 5 authorities from the region offered placements for Associates through Public Practice and the matching process is underway with placements due to start from 2 April.
3. Public Services Resources & Reform	3.1. Support a coordinated approach to communications with central government on subjects including HR/OD, local government finance and devolution.	3.1.1. Three meetings of the Local Government Employers' Panel and an annual Employers' Forum to discuss pay issues. Annual Employers Forum to Discuss Pay Issues	Proportion of members attending (60%)	Freq: Annual From Attendance lists		Meeting and AGM took place on 26 Oct 2017 and a further meeting on 21 Feb 2018. 70% of appointed members attended the Local Government Employers' Panel meetings in 2017/18. Annual Employer Forum to discuss pay issues took place 17 July 17 with 60% attendance.
		3.1.2. Two meetings of the Heads of HR group.	Proportion of officers attending (60%)	Freq: Annual From Attendance lists		Meeting conducted on 15 September 2017 (39% attendance) & 21 March 2018 (25% attendance)
		3.1.3. Hold an annual HR Conference bringing together members and officers to discuss the key issues affecting LG HR/OD.	80% evaluation forms rated good or above	Freq: Annual From Attendance lists		Heads of HR Conference took 26 June 2017 – Theme Workforce Planning – 56 delegates attended from 29 Authorities (56% attendance).
		3.1.4. Respond to key HR consultations issued by Government.	Respond to all relevant consultations as identified by Employers' Services	Freq: Annual From Attendance lists		No relevant consultations.
		3.1.5. An annual meeting of the Finance and Resources Lead Members.	Proportion of members (65%) 2016/17 Baseline based on 3 meetings: 64%	Freq: Annual From attendance lists From CRM		Meeting took place on 5 th January 2018 to cover the impact of the Local Government Finance Settlement (7 out of 52 members attended)
		3.1.6. Three meetings of the Regional Directors of Finance Group.	Proportion of officers attending (55%) 2016/17 baseline: 54%	Freq: Annual From attendance lists From CRM		Meetings took place on 13 th October 2017 (40% attendance) and second on 23 February 2018 (36.5%).
		3.1.7. Hold an annual "Finance Summit" bringing together members and officers to discuss the key issues affecting LG Finance Reform	80% evaluation forms rated good or above	Freq: Annual From evaluation forms.		Summit took place on 15 th June 2017 – 97% confirmed that the event met their expectations and 79% rated it as good or above.

			2016/17 Baseline: 81%			
3.2. Support partnerships working locally to navigate through these unchartered waters and make the most of the opportunities offered by public service reform and devolution, while avoiding the potential risks.	3.2.1. Deliver a Talent Bank offer to public sector system partners looking to remodel their services so they are designed around the needs of their citizens, and meet the challenges facing the sector.	Public Service Reform area of Talent Bank generates income or surplus.		Freq: Annual From Agresso		Offer is in place and there are several active projects under way. The Association's commercial services had a turn-over of £1.2m in 2017-18, generating profit of £160K
	3.2.2. Deliver a Talent Bank offer to develop commercial skills and opportunities in member councils.	Commercialisation area of Talent Bank generates income or surplus.		Freq: Annual From Agresso		Offer is in place and there are several active projects under way. The Association's commercial services had a turn-over of £1.2m in 2017-18, generating profit of £160K
	3.2.3. Deliver a Talent Bank offer to support the management of assets in the public sector in the East.	Asset Management area of Talent Bank generates income or surplus.		Freq: Annual From Agresso		Offer is in place and there are several active projects under way. The Association's commercial services had a turn-over of £1.2m in 2017-18, generating profit of £160K
3.4. Support leaders on the journey to developing the skills and behaviours which are integral to the future of the public sector.	3.4.1 Four thought leadership events delivered on key issues challenging the sector.	80% evaluation forms rated good or above		Freq: Annual From CRM		Event on Positive Ageing delivered on 17 July (97%) Housing Supply and Demand event delivered on 18 September (96%). Health Integration Event delivered on 21 November (100%) Digital Innovation in Health Care delivered on March 15 (100%).
	3.4.2. Support a collaborative approach to the recruitment and development of Apprentices through regional work group and one conference	Number of authorities engaged with collaborative projects 80% evaluation forms rated good or above		Freq: 6 monthly From CRM		Apprenticeship event took place on 5 February 2018 with 100% evaluation forms rated good or above. In addition, we have worked on bringing authorities together at County level to share issues around the local labour market and skills gap and develop common approaches where such groups do not already exist.
	3.4.3. Deliver a Coaching programme including training, continuous professional development and an annual conference	Number of authorities engaged 80% of evaluation forms for events rated good or above		Freq: Annual From CRM		ILM7 Certificate in Executive Coaching and Mentoring Cohort 3 completed in December 2017 - 100% of evaluation forms rated good or above. Cohort 4 currently underway & 2 further Cohorts planned for 2018 commencing April and October. ILM endorsed Coaching in the Workplace Cohorts completed by ECFRS (April 17) and South Cams (Aug 2017). 100% of evaluation forms from this programme rated good or above. Coaching in the workplace for Senior Manager – Cohort 5 completed in June 17 (12 delegates from 8 Authorities) and Cohort 6 (12 delegates from 9 Authorities) completed in Nov 17.

					<p>100% of evaluation forms from Cohort 5 & 6 rated this programme good or above.</p> <p>Annual Coaching Conference held 7 Feb 2018, with 104 delegates – 100% of evaluation forms rated good or above.</p> <p>CPD programme in partnership with SCMP – “The Five Minute Coach” Session delivered in October – 100 % of evaluation rated good or above. (26 delegates attended from 11 Authorities)</p> <p>Final session of the year scheduled for 8 March 2018 (Emotional Intelligence).</p>
		3.4.4. Provide council leaders support with annual CEX appraisals	All requests for Chief Executive appraisal support are delivered.	Freq: Annual From CRM	<p>11 councils were supported with annual appraisals in 2017.</p> <p>Offer sent to all Leaders/Chief Executives for this next cycle in 2018</p>
	3.5. Provide strategic HR and organisational development expertise to support partners	3.5.1. A full-time HR Helpline, strategic advice and survey service for timely advice on employment issues and examples from other councils.	Helpdesk service provides valuable access to independent HR advice promptly when necessary.	Freq: Annual From customer survey	<p>219 queries Help desk queries from 1 April 2017.</p> <p>145 of these requests are benchmarking requests.</p>
		3.5.2. Expert employers’ advice is delivered to councils, working on strategic HR and OD issues like shared services and TUPE, with complex projects delivered through Talent Bank.	HR / OD area of Talent Bank generates income or surplus.	Freq: Annual From CRM	<p>38 HR projects were delivered in 2017/18.</p> <p>The Association’s commercial services had a turn-over of £1.2m in 2017-18, generating profit of £160K</p>
		3.5.3. Up to date EPaycheck data is available to subscribing to authorities in key skills areas	<p>Authorities update their data following pay increases so that none are suspended</p> <p>80% of subscribing authorities take part in priority data initiatives</p>	Freq: Annual E-paychek	<p>34 subscribing authorities in total.</p> <p>94% completion rate for the July-Sept 2017 priority data project including Chief Officer data, Adult and Children’s Services and Planning posts.</p> <p>Nov – Dec 2017 priority data project included the following job families: building control; engineering; IT & Procurement. 94% completion rate.</p> <p>Current Priority Data Project asking our Authorities to update their Legal Services, Environmental Health, Financial Management & Accountancy, and HR job families by 1 March 2018.</p> <p>Currently communicating about the changes to the ePayCheck system (taking effect from 01 April 2018) in readiness for subscription renewals in March.</p>
	3.6. Support constructive relationships with regional trade union bodies. Influence any	3.6.1. Canvass local authority views and present them to the National Association of Regional Employers/LGA.	Proportion of council responses (90%)	Freq: Bi-Annual From Employers Services consultation file	<p>Heads of HR meetings and annual pay briefing arranged and held in 2017.</p> <p>Regular feedback to LGA of pay spine review – EELGA represented by two councils.</p>

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	changes to national terms and conditions.	Ensure that authorities in the East of England are represented on any working groups	Proportion of workgroup places taken up	Freq: Bi-Annual		Director supports National Employers (NJC) as an Advisor
		3.6.2. Support Regional Council as a means of unions and councils to take action on important issues.	100% of requests for formal and informal Interventions of Joint Secretaries are responded to	Freq: On demand- Formal Bi-Annual Informal as required Joint informal minutes		Quarterly meetings of LGEP and RJC. Joint informal meetings as required. RJC AGM took place on 26 October 2017 Joint secretarial interventions on demand, 3 disputes settled in 2017 and 1 on-going dispute for 2018
	3.7. Local councils have an intelligent approach to procurement.	3.7.1 Maintain a contracts database	Maintain a minimum 90% participation across all councils	Freq: Annual From CRM		Procurement Network officers confirmed that they would like to keep the Regional Contract Database in place at their meeting on 25 th May 2017. Participation is at 85%.
		3.7.2 Deliver a Talent Bank procurement offer to develop capability, increase skills and knowledge, encourage sharing and collaboration, identify savings and enable ongoing added value from procurement and contracting activities.	Procurement area of Talent Bank generates income or surplus.	Freq: Annual From CRM		Offer is in place and there are several active projects under way. The Association's commercial services had a turn-over of £1.2m in 2017-18, generating profit of £160K
4. Future of Health & Social Care	4.1. Support a coordinated approach to tackling the crisis in the provision of social care.	4.1.1. Host four meetings of the Adult Social Care and Health and Children's Services Lead members' networks with links to senior officer groups.	Proportion of Lead Members attending (60%) Network meetings have a lead senior officer	Freq: Annual From Attendance lists		Adult services: Meeting held at NCAS conference in October. 55% of lead members attended (6 out of 11 counties and unitary authorities). A joint meeting with the regional Directors took place in January 2018 with 64% of lead members attending (7 out of 11 counties and unitary authorities). Officers are exploring a joint HWB Chair and Adult Lead member meeting in the Spring. Children's Service: Meeting is under review due to low availability of members to attend a regional meeting.
		4.1.2. Quarterly meetings of the East of England Integration network and associated activity support.	Proportion of councils attending (60%)	Freq: Annual From Attendance lists		Meetings taking place quarterly, particularly focussed on the Better Care fund and STP developments. 3 March 2017 - 55% of councils attended (6 out of 11 counties and unitary authorities) 25 May 2017 – 55% of councils attended (6 out of 11 counties and unitary authorities) From August 2017 the meeting are managed by the regional ADASS office with policy support provided by the East of England LGA. Meeting continue to take place on a quarterly basis.
	4.2. Provide a 'safe space' to explore and test new and innovative ways of working.	4.2.1. Support the exploration of innovative models of care, such as Buurtzorg.	At least One Buurtzorg Test and Learn site is established and delivered.	Freq: Annual		Supporting the Buurtzorg Test and Learn in West Suffolk and actively sharing information with other authorities. Support also being provided in Cambridgeshire to a social enterprise exploring the model.

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	4.3. Coordinate external activity to ensure that the East of England can argue for and secure divested national programmes and funding.	4.3.1 Support the development of a Health and Wellbeing Board Chairs' Network.	Proportion of HWB Chairs attending (60%)	Freq: Annual From Attendance lists		Meeting established but low availability meant the meeting had to be cancelled. A joint meeting with the Adult Services Lead Members is planned for the Spring.
5. Europe	5.1. Support partners in understanding the immediate impact of the outcome of the EU Referendum on Exiting the EU, including gaining clarity on the future of EU funding and implications for the workforce.	5.1.1. Support the quarterly meetings of the European and International Forum in bringing Councils together with MEPs.	Proportion of members attending (60%).	Freq: Annual From attendance lists From CRM		Attendance at December 2017 Panel: 60%.
	5.2. Support partners in understanding the immediate impact of the outcome of the EU Referendum on Exiting the EU, including gaining clarity on the future of EU funding and implications for the workforce. During the transition period, support partners to engage with and make the most of the opportunities in the EU.	5.2.1. Provide advice and guidance to member organisations in understanding the immediate impact on their work.	All partners receive advice and guidance.	Freq: Annual From CRM		The Brussels Office organises regular meeting of the European Officer Group to share policy and funding developments across the region. Last meeting of the European Officers Group, 7 th December in Cambridge. Next meeting of the Officers Group: April 2018.
		5.2.2. Support CEEP UK in the workforce discussions through support to our Local Government Employers Panel representatives and the National Association of Regional Employers	Provide briefings for members in advance of each meeting and ensure updates are disseminated to the HR community.	Freq: Bi-annual From: NARE/CEEP folder and circulation log		CEEP UK is unlikely to continue in its current form beyond 31 December 2018. Discussions are underway.
		5.2.3 Organisation of meetings, workshops and conferences with member organisations to inform and support them through Brexit.	Provide briefings for members and disseminate to the HR community.	Freq: Bi-annual		All Brexit information is published on a weekly basis on the European Partnership website (password protected) and disseminated every two weeks via the eBulletin.
		5.2.4 Bi-Monthly policy eBulletin sent to member councils 5.2.5 Bi-monthly funding eBulletin to highlight specific funding opportunities.	20 joint policy / funding eBulletins per year	Freq: Annual		As of February 2018, 20 policy and funding eBulletins have been sent since April 2017.

	<p>5.3. During the transition period, support partners to engage with and make the most of the opportunities in the EU.</p> <p>Facilitate discussions with regions and countries in Brussels to discuss future cooperation outside the EU.</p>	<p>5.3.1. Seek out opportunities for meetings with regions and countries in Brussels to discuss future cooperation outside the EU which would be of benefit to the East.</p>	<p>Number of meetings,</p>	<p>Freq: Annual</p>		<p>The Brussels Office continues to work closely with Norwegian and other North Sea regions to raise the profile of East of England councils and the continued partnering opportunities, including access to EU funding.</p> <p>Cllr Bentley has held meetings in Cologne and Strasbourg with European partners to discuss future working. In mid-November, Cllr Cliff Jordan (Leader, Norfolk County Council) gave a speech at a conference in Cardiff, organised by the Welsh Government and French regions on the future of UK and French local authority cooperation. Cllr John Lamb (Leader, Southend BC) also attended.</p>
	<p>5.4. Engage with the Government and the EU Commission to highlight East of England priority issues arising from the Brexit vote.</p>	<p>5.4.1. Meetings with the Commission to discuss East of England priorities.</p>	<p>Number of engagement opportunities.</p>	<p>Freq: Annual</p>		<p>The Head of the Brussels Office continues to engage with officials from the EU Institutions and the UK Permanent Representation to the EU in Brussels.</p> <p>Specifically, the Head of Office has held regular monthly meetings with Desk Officers on future of EU funding for local areas (ERDF / Interreg etc.).</p> <p>The Head of Office has also met with Directors from MHCLG to discuss the future Shared Prosperity Fund.</p>