

Outcome	Action	Mechanism	Service Area	Performance Target
STRATEGIC ENGAGEMENT				
Local councils make the most of and continue to be members of the East of England LGA.	Maintain strong relationships with the senior leadership teams of member authorities to ensure that members' needs are reflected in the Association's work programme.	SMT meet with senior management/leaders' locally.	CORE SERVICE	All 52 councils in membership and invoices paid (100%)
		Host two Assembly of Council Leaders' meetings per year.	CORE SERVICES	Proportion of council leaders attending (60%)
		Support the quarterly East of England Chief Executive Forum meetings.	CORE SERVICES	Association update provided to every meeting (100%)
		Host four meetings of the East of England LGA Management Committee to provide day-to-day management of the Association.	CORE SERVICES	Proportion of Management Committee members attending (60%)
		Deliver an annual reception at LGA conference.	CORE SERVICES	Proportion of council leaders and CEXs attending (65%)
	Ensure that the work and role of the East of England LGA promoted through relevant media.	Membership receives regular communications through an e-bulletin and chairman's brief, social media and external media.	CORE SERVICES	E-bulletins published (11), Case studies promoted through relevant media (6), Chairman's Briefs published (4)
Local councils influence and enhance the priorities of the national LGA.	Represent the interests of East of England councils at the national LGA Executive.	A brief highlighting the key issues for the East is issued to the Chairman of the Association for every meeting of the LGA Executive.	CORE SERVICES	Proportion of briefings provided to the chairman for attending the LGA executive (100%)
	Create specific opportunities for councils to influence the LGA work programme in the areas of: Children's Services, Adult Social Care and Health, Local Government Finance and Workforce	LGA representatives attend East of England LGA Panels and Lead Member Networks.	CORE SERVICES	LGA representative attends at least one meeting of each Network/Panel (5)
Local councils are supported with sector-led improvement.	Work with the national LGA to support councils to respond to the outcomes of any Peer Challenge process.	Councils undergoing a Corporate Peer Challenge are offered follow up support.	CORE SERVICES	Councils are contacted within the specified time period following completion of the Peer Challenge (4 weeks)
ECONOMIC GROWTH AND INFRASTRUCTURE				
Local councils are equipped with the data and information to support them to plan and deliver economic growth and infrastructure.	Provide an East of England Forecasting Model to provide data on the scenarios that are most important to local councils, LEPs and other partner organisations.	Work with Cambridgeshire County Council to contract manage, monitor and seek out additional subscribers to deliver the East of England Forecasting Model. Disseminate findings through local and regional events and meetings.	CORE SERVICES	Model runs on a full cost recovery basis EEFM is promoted at regional events/meetings (2)
Local councils influence the development of the London Plan.	Facilitate opportunities with the GLA for additional and early opportunities for local councils to influence the development of the London Plan.	Support quarterly meetings of the infrastructure and growth group and bi-annual meetings of the Wider South East Political Steering Group. Support quarterly meetings of the East of England Strategic Spatial Officer Liaison Group.	CORE SERVICES	An annual Summit with the GLA delivered (1) Opportunities to engage with the Examination in Public (4)

Local councils meet new and existing housing pressures by tackling barriers and arguing for greater freedoms to enable housing delivery to enable the region to meet the projected housing need.	Harness the collective strength of the Wider South East partners to jointly argue for tools and powers to tackle housing barriers.	Support quarterly meetings of the infrastructure and growth group and bi-annual meetings of the Wider South East Political Steering Group. Support quarterly meetings of the East of England Strategic Spatial Officer Liaison Group.	CORE SERVICES	Opportunities to engage with Government and/or wider stakeholders (2) Proportion of members/officers attending (60%)
	Support affected councils to mitigate the impact of the movement of homeless households out of London, in collaboration with the national LGA	Annual Homelessness conference to bring together best practice and identify opportunities for collaboration, and support agreed next steps.	CORE SERVICES	Proportion of housing authorities participating (60%)
	Local councils have the opportunity to engage with MPs and Government as a collective to argue to the freedoms and powers needed to lead economic prosperity in their areas.	Through an annual sponsorship and in-kind support, support the delivery of an East of England All-Party Parliamentary Group.	CORE SERVICES	Regional submissions to Government (2) Proportion of councils represented at the Parliamentary reception (60%)
Local councils deliver modern, efficient, and reliable infrastructure through securing investment and freedoms to prioritise, fund, and deliver improvements.		Deliver an East of England Parliamentary Reception.	CORE SERVICES	Proportion of MPs represented at the Parliamentary reception (40%)
	Harness the collective strength of the Wider South East Partners to make the case for strategic infrastructure investment.	Support quarterly meetings of the infrastructure and growth group and bi-annual meetings of the Wider South East Political Steering Group.	CORE SERVICES	Opportunities to engage Government and/or wider stakeholders (2) Proportion of members attending (60%)
	Support councils to establish a collaborative approach to strategic transport infrastructure planning and delivery.	Provide secretariat and programme management support to establish and deliver Transport East.	CORE SERVICES	Proportion of Transport East governance meetings delivered with agreed processes met (100%)
		Provide opportunities to promote the role and priorities of the sub-national transport bodies at national level, through the APPG, Wider South East programme and Parliamentary reception.	CORE SERVICES	Opportunities to promote the sub-national transport bodies (3)
PUBLIC SERVICES RESOURCES AND REFORM				
Local partnerships make the most of the opportunities offered by public service reform to design and deliver services around the needs of their citizens, and meet the challenges facing the sector.	Deliver high quality support to public sector system partners looking to remodel their services.	Provide a “Public Service Reform” offer through the Talent Bank.	COMMERCIAL SERVICES	Public Service Reform area generates a gross profit - contributing to the overall Talent Bank target (£205K).
Local councils have the skills and knowledge to tackle the financial challenges facing the sector, as well being provided with opportunities to secure a sustainable, long-term, finance settlement to safeguard the future of essential local services.	Provide councils with tools and examples of good practice on tackling the financial challenges, including identifying savings and enabling ongoing added value from their procurement and contracting activities.	Hold an annual “Finance Summit” bringing together members and officers to discuss the key issues affecting Local Government Finances. Host bi-annual meetings of the local government Finance Directors.	CORE SERVICES	Proportion of councils represented (60%) Opportunities to engage Government (1)
	Provide opportunities for councils to influence Government on local government finance.			
	Review the effectiveness of the Regional Contract Database.	Survey councils to assess the value and effectiveness of the Regional Contract Database.	CORE SERVICES	Proportion of councils surveyed (60%)

	Deliver support to develop capability, increase skills and knowledge, encourage collaboration, identify savings and enable ongoing added value from procurement and contracting activities.	Provide a "Procurement Support" offer through the Talent Bank.	COMMERCIAL SERVICES	Procurement Support area generates a gross profit - contributing to the overall Talent Bank target (£205K).
		Hold an annual Procurement and Contracting Masterclass bringing together senior officers.	CORE SERVICES	Evaluation forms rated good or above (80%)
	Deliver support to enable partners to navigate the process of asset management to improve service delivery and achieve efficiency gains.	Provide an "Asset Management" offer through the Talent Bank.	COMMERCIAL SERVICES	Asset Management area generates a gross profit - contributing to the overall Talent Bank target (£205K).
	Provide councils with the skills and capabilities to pursue commercial services to improve financial resilience and to support the delivery of core council services.	Provide a "Commercialisation" offer through the Talent Bank.	COMMERCIAL SERVICES	Commercialisation area generates a gross profit - contributing to the overall Talent Bank target (£205K).
		Hold an annual Service Commercialisation Masterclass bringing together senior officers to improve capability and encourage innovation.	CORE SERVICES	Evaluation forms rated good or above (80%)
		Develop an East of England Local Government Marketplace which enables councils to trade commercial services with one another	COMMERCIAL SERVICES	Proportion of councils who engage with the Marketplace as either a Seller or Buyer (33%)
PUBLIC SERVICES RESOURCES AND REFORM				
Local councils can recruit, equip and retain a workforce with the skills and behaviours which are integral to the future of the public sector.	Support a collaborative approach to the recruitment and development of apprentices.	Deliver the regional 'Get up and Grow' campaign and regional apprenticeship strategy.	CORE SERVICES	Progress towards achieving the vision in the strategy (80%), survey. New 3 year strategy signed off by RJC.
	Enable the development of a coaching culture in local councils.	Deliver a Coaching programme including training, continuous professional development and an annual conference.	CORE SERVICES	Proportion of councils engaged (30%) Evaluation forms for events rated good or above (80%)
	Provide council leaders with support for annual CEX appraisals.	Requests for Chief Executive appraisal support are delivered where possible.	CORE SERVICES	Number of unmet requests (0)
	Develop a coordinated approach to tackling skills shortages in priority areas.	Work with the national LGA to develop a collaborative programme.	CORE SERVICES	Councils directly engaged (30%) Councils informed (100%)
Local councils are able to execute their responsibilities as an employer.	Provide guidance and advice on strategic HR and employment issues, as well as opportunities to collaborate and share practice.	Host three meetings of the Local Government Employers' Panel and an annual Employers' Forum.	CORE SERVICES	Proportion of members attending (60%)
		Respond to key HR consultations issued by Government.	CORE SERVICES	Regional Submissions to Government (2)
		Engage with all Heads of HR through e-mail circulations, induction visits, Heads of HR meetings and ad hoc working groups.	CORE SERVICES	Proportion of authorities engaged (80%)

		A full-time HR Helpline, strategic advice and survey service.	CORE SERVICES	Number of authorities accessing (60%)
		Provide an "HR and Organisational Development" offer through the Talent Bank.	COMMERCIAL SERVICES	HR and Organisational Development area generates a gross profit - contributing to the overall Talent Bank target (£205K).
		E-Paycheck pay benchmarking data is available to subscribing to authorities.	COMMERCIAL SERVICES	Proportion of subscribing authorities contributing to priority data projects (70%)
	Support local councils to hold constructive discussions with regional trade union bodies, and to influence national terms and conditions.	Support Regional Council as a means of unions and councils to take action on important issues.	CORE SERVICES	Responses to requests for formal and informal Interventions of Joint Secretaries (100%)
		Canvass local authority views and present them to the National Association of Regional Employers/LGA.	CORE SERVICES	Proportion of council responses (90%)
		Ensure that authorities in the East of England are represented on any national working groups.	CORE SERVICES	Proportion of workgroup places taken up (10%)
FUTURE OF HEALTH AND SOCIAL CARE				
Local councils can tackle the funding pressures facing adults and children's social care as the biggest challenges facing local government.	Provide lead officers and elected members with a forum to debate and tackle matters of common concern, and share best practice.	Host four meetings of the Adult Social Care and Health and Children's Services Lead members' networks with links to senior officer groups.	CORE SERVICES	Proportion of councils attending (60%)
		Deliver a regional health integration conference in partnership with the Eastern Region ADASS.	CORE SERVICES	Proportion of councils attending (60%)
		Provide opportunities to share and spread learning around the implementation of the Buurtzorg model of care.	CORE SERVICES	Opportunities to share learning (2)
	Influence Government on the challenges and priorities of councils in the East.	Develop a regional response to Government, in partnership with the Regional Directors of Adult Service Group.	CORE SERVICES	Submission to Government (1)
THE IMPACT OF EXITING THE EU				
Local councils understand the impact of and are prepared for the exiting the EU.	Provide a coordinating role to share information on preparedness between the Ministry of Housing, Communities and local councils.	Deliver weekly reporting on preparedness from local councils to MHCLG, and provide a conduit to/from MHCLG.	CORE SERVICES	Reporting weekly