

Productivity Programme

Purpose

This report updates the Board on the progress made against the Productivity Programme for 2018/19 for the nine months up to the end of December. Appendix 1 provides a summary of the main outputs for the quarter.

There will be a presentation from Montagu-Evans on commercialisation looking at how councils can generate income and ensure positive outcomes for local communities.

Recommendations

Members of the Improvement and Innovation Board are asked to:

1. Note the updates and progress on the Productivity Programme
2. Provide such guidance as the Board considers necessary to ensure that the programme meets its objectives.
3. Advise if members would like to attend the LGA National Construction Conference on 7 February 2019. (Category Management, paragraph eight)
4. Advise if members would like to become a member of the time-limited Advisory Board to oversee the consultation and development of the self-assessment tool and the package of support for councils. (Efficient and Intelligent councils, paragraph 12)

Action

Officers to pursue the activities outlined in the light of members' guidance.

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Productivity Programme

Background

1. The Productivity Programme comprises a range of projects to help improve productivity and efficiency in councils through delivering savings, generating income and making better use of assets. The programme is devised by reference to the Memorandum of Understanding agreed with the Ministry of Housing, Communities and Local Government.
2. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways;
 - A. Transforming services** either to make them more efficient and less wasteful or to find more effective ways of delivering to local people's needs.
 - B. Smarter sourcing** commissioning and buying the goods, works and services (with a combined value of £55 billion) that contribute to local outcomes more efficiently and effectively. Managing the resulting contracts to optimise value from them.
 - C. Generating income**, which involves generating a greater proportion of funding locally, such as by commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.

The productivity programme contains work that will support local authorities in each of these three areas and several of our projects cut across more than one. Our programme complements and supplements the work of other agencies we work with such as the Cabinet Office, Crown Commercial Services and Local Partnerships.

A. Transforming Services

Digital work-stream – MoU commitment

The LGA is working with councils and our partner local government representative bodies, to maximise the opportunities that digital tools and solutions create, to ensure that Councils are making effective, efficient use of digital technology to benefit their local residents, communities and businesses and play a full part in digital aspects of various government strategies.

3. Programme activities 2018/19

There are currently three live digital funded programmes and each are at a different stage;

- 3.1. The Digital Transformation programme 2016/17 – funded 15 projects. Nine projects have been completed, their case studies captured and published on the LGA website. A report has also been produced which draws out the key lessons and the benefits generated. The savings generated are in excess of £2.4 million so far.
- 3.2. 18 of these are now live and include work to put online a range of services from taxi and skip licenses to Revenues and Benefits. We are currently working to capture their case studies and aim to publish these in the spring.

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- 3.3. The Digital Housing programme 2018/19 – funded five projects. This project builds directly on the Digital Transformational programme with one of the successful projects, led by Tunbridge Wells BC. The council worked with a group of councils in Kent to develop and implement a series of on-line forms for homelessness, housing self-assessment and an application for housing. The forms are now live and in operation across a number of councils in Kent.
- 3.4. This year, we recruited five councils to pilot the reuse of the assets developed in the Kent project. The aim is to see if the forms developed can be used in other councils. The five councils are being supported through a series of workshops, action learning sets and one-to-one support.

Next steps

- 3.5. The LGA hosted a Digital showcase conference on 22 November. The MHCLG Minister, Rishi Sunak MP who leads on digital addressed the delegates in a keynote speech. He set out the work MHCLG are leading on the Local Digital Declaration and the Local Digital Programme. We showcased a number of different LGA funded digital projects. This included work being done by councils to transform their services using digital tools and solutions. This has helped to share the learning more widely. The feedback from delegates was very positive.

Cyber Security – MoU commitment

This programme of work proactively supports the widening of digital and cyber resilience awareness across local authorities and highlights the importance of cyber security to senior officers and leaders in local authorities.

4 Programme Activities 2018/19

- 4.1. The LGA continues to host and run various sector boards to help councils understand and manage the risk of cyber security. These include:
- 4.2. The LG Cyber Security Stakeholder Group which brings together various sector representative bodies including, Solace, ADASS, CIPFA, Socitm alongside the NCSC, Cabinet Office and MHCLG. The aim of this group is to get cyber security onto the agenda at a strategic level in councils.
- 4.3. The LG Cyber Security Technical Advisory Group which brings together officers in IT Security and Cyber Security roles to discuss the more technical aspects of cyber security.
- 4.4. We hosted a chief executive Chatham House Rules discussion at the LGA conference in July. Two chief executives shared their experience of being subject to a cyber-attack with other councils. This provided a useful learning opportunity and links to other work the LGA is doing to build resilience in councils enabling them to respond to adverse events.

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- 4.5. The LGA hosted a Cyber Security conference on 7 November. Campbell McCafferty, the Government's Chief Security Officer, based in the Cabinet Office addressed the delegates in a keynote speech. He highlighted the partnership approach they are taking with the LGA, including the funding, to work with the sector. Some of the different approaches being taken by councils to build cyber resilience were showcased. We also took the opportunity to promote the grant funding scheme to help councils to bid. The feedback from delegates was very positive.

National Cyber Security Programme

- 4.6. In addition to our cyber security work directly with MHCLG, the LGA successful bid for funding from Cabinet Office under the National Cyber Security Programme securing £1.5 million for 2018/19. This funding will be used to help capture the current arrangements in councils, identifying risks as well as good practice and using this to help shape a programme of support for the sector. The intention is to draw peers from councils where there is good practice to help others – a sector led improvement approach.
- 4.7. The LGA has carried out a stocktake of all 353 English councils. This captured each councils' arrangements in place including for - leadership, governance, training and awareness raising and partnerships. Every council received their own self-assessment setting out their RAG (Red, Amber, and Green) rating. Councils can use this to bid for support including funding.
- 4.8. Councils rated as Red/Amber Red were contacted directly. The chief executive and the leader's office were contacted to alert them to their assessment and to offer support.
- 4.9. We have put in place a Grant Funding scheme to enable councils to bid for funds to address any issues identified. We received 78 bids involving 102 councils for phase 1 (deadline 30 November). The focus for this phase is to support those councils at greatest risk and to address those issues that can be fixed quickly.

Next steps

- 4.10. The LGA has also submitted a bid for funding for 2019/2020 and 2020/21, this is to build on the work already started with a focus on consolidating and enhancing current arrangements as well as building skills and capacity for the future.

Shared Services and Collaboration – MoU commitment

Undertake an annual refresh of the national shared services map and matchmaking service for councils in order to help increase the efficiency savings councils make through sharing services.

5. Programme activities 2017/18

- 5.1. The LGA Shared Services map was relaunched in June and evidenced £971 million in cumulative efficiency savings from over 559 partnerships – this was up

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£314 million from £657 million savings and from 486 partnerships in the previous year.

- 5.2. The Shared Service Expert programme placed an expert within Trafford, Stockport and Rochdale's STAR Procurement team. As a direct result, Tameside have also joined the procurement team. The productivity expert will continue to provide support to the STAR project and to the Liverpool City Region project from last year. Enquiries are being progressed with potential projects at West Suffolk, Redcar & Cleveland, South Hams and West Devon councils.

Next steps

- 5.3. Continued support and advice for shared service enquiries and applications. Support to connect councils with others in their pursuit of collaborative working and saving money.

Behavioural Insights Programme – MoU commitment

Work with the Behavioural Insights Team to help eight councils better understand the behaviour of customers in order to better manage demand for services.

This programme encourages innovation in local public services by giving support and funding to councils to help them to deal with the biggest service challenges.

Behavioural insights is an approach based on the idea that interventions aimed at encouraging people to make better choices for themselves and society will be more successful if they are based on insights from behavioural science, also known as “nudge theory”.

6. Programme activities 2018/19

LGA Behavioural Insights Programme grant funding 2018

- 6.1 All projects from phase two of the programme are now complete with reports published on our [webpage](#). A key success was Kent County Council, Kent Police and Victim Support's project which has resulted in a 2.3 per cent increase in victims of domestic violence taking up support offers from Victim Support.
- 6.2 An early success from phase three has been Warrington's project to use behavioural insights to reduce the demand for Education, Health and Care (EHC) plans. Using behavioural insights techniques to improve the EHC panel decision making has resulted in actual savings of £8,500 and cost avoidance of £133,000 to the council. Over 12 months from June 2018 to June 2019 the projected savings for the council are £42,000 and projected cost avoidance of £380,000.
- 6.3 The 2018/19 funding round (phase four) was tremendously oversubscribed and the following eight councils have been selected for support:
 - 6.3.1 LB Hammersmith and Fulham – changing the perceptions and therefore uptake of sheltered housing.

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- 6.3.2 City of Bradford Metropolitan District Council – increasing the uptake of the flu vaccine
- 6.3.3 LB Havering – reducing household waste.
- 6.3.4 New Forest District Council – reducing the amount of litter thrown from vehicles
- 6.3.5 Westminster City Council – increasing levels of recycling and reducing the amount of abandoned waste on the streets
- 6.3.6 Wigan Metropolitan Borough Council – reducing the proportion of local authority housing tenants in rent arrears
- 6.3.7 Warwickshire County Council – reducing demand on the MASH (Multi Agency Safeguarding Hub) and enabling appropriate referrals to undertake an assessment
- 6.3.8 LB of Hounslow – increasing levels of recycling in high rise flats.

Next steps

6.4 More information on the LGA's Behavioural Insights Programme can be found here <https://www.local.gov.uk/our-support/efficiency-and-income-generation/behavioural-insights>

6.5. The LGA is due to host a BI event next year on 12 March 2019 to share lessons learned and best practice. Councillor Fleming will be giving the key note address.

Design in the Public Sector – MoU commitment

The Design in the Public Sector programme is one of the LGA's Innovation projects. Delivered in a partnership between the LGA and the Design Council. The Design in Public Sector programme equips councils with design skills and techniques to apply to their service challenges.

This year's Design in the Public Sector programme, in partnership with the Design Council, is focussed on applying design process and methods to tackle public health challenges with a focus on prevention. The programme will support 10 councils who will disseminate learning across the sector.

7. Programme activities 2018/19

Design in the Public Sector programme

- 7.1. We received a higher amount of applications than ever before for this year's programme which is focussed on assisting councils in addressing their public health challenges. A rigorous selection process took place led by current and former Directors of Public Health to finalise the successful councils. The following 14 projects have been selected to be supported this year:
- 7.2. Cheshire East Borough Council - improve people's health in Crewe - life expectancy is 18 years less than more affluent parts of Cheshire East.

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- 7.3. Chorley Council and Lancashire County Council - increase home adaptations by 25 per cent to enable more people to stay living independently in their homes.
- 7.4. Derbyshire County Council - to cut smoking by 6 per cent amongst pregnant women by 2022.
- 7.5. Liverpool City Council – reduce infant mortality
- 7.6. Solihull Council and Birmingham City Council - increase physical activity amongst the “unusual suspects” but also increase social cohesion and increase numbers of public spaces being brought into use.
- 7.7. Stockton-On-Tees Borough Council - reduce levels of alcohol harm down to the national average.
- 7.8. Tameside Metropolitan Borough Council - increase from 70 to 75 per cent the number of people physically active in the local area
- 7.9. Surrey County Council - improving life outcomes for children born to younger parents
- 7.10. East Sussex County Council - better working with the Voluntary Community Sector to reduce the life expectancy gap from the most deprived to the least deprived wards in the county
- 7.11. Bristol City Council - reducing the number of MRSA infections occurring to local intravenous drug users to in line with the national average
- 7.12. Portsmouth City Council - increasing air quality and also physical activity by encouraging people out of their cars.
- 7.13. South Cambridgeshire District Council - increasing physical activity by encouraging more sustainable modes of transport in new housing developments resulting from local planned economic growth.
- 7.14. Adur and Worthing Council - working differently with local businesses to increase the number of people furthest from the job market getting employment
- 7.15. Maldon District Council - and Essex County Council – increasing children’s resilience to mental health issues.

Next steps

- 7.16. For teams in the north, the programme will be delivered in Leeds and for those in the south at the Design Council’s office in London.
- 7.17. We have produced a webpage to share the learning and impact from the programme so far. Further information on this programme can be found at <https://www.local.gov.uk/our-support/efficiency-and-income-generation/design-public-sector>

B. Smarter Sourcing

Smarter Sourcing – MoU commitment

To help councils become more efficient in the way they procure and deliver services to assist them in managing risks including having in place sound contingency arrangements for contracts that have been outsourced.

Revise the Local Government National Procurement strategy and set out a programme of work by October 2018 to help councils improve their procurement arrangements.

Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty.

Commissioning and buying goods, works and services (with a combined value of £55 billion per year) that contribute to local outcomes more efficiently and effectively. Managing resulting contracts to optimise value from them.

8. Programme activities 2018/19

NPS 2018

- 8.1. The National Advisory Group for Local Government Procurement (NAG) launched a new national procurement strategy (NPS) 2018 at the LGA Conference in July.
- 8.2. The new NPS 2018 has an overarching theme of 'Innovation' and includes a maturity model to help councils to identify areas where they can further improve.
- 8.3. We conducted an initial benchmarking exercise with councils during the autumn which allowed councils to self-assess where they are in relation to the maturity model. We had a good response rate of almost 60 per cent of councils. We are now developing our forward plan of activities based on the areas that councils have said they wish to improve. This includes measuring social value, contract management and strategic supplier relationship management.

Strategic Suppliers

- 8.4. Meetings with councils interested in working together on a more strategic relationship with a number of suppliers have taken place. The key suppliers identified are Amey (Highways), Cambian (Children's Services), Capita (Outsourced services), Bupa (Care Homes), BT and Microsoft. We have gathered contract data and conducted SWOT analysis of these key suppliers. We have engaged with Microsoft, Cambian and Bupa as well as our ongoing engagement with Capita.

Category Management

- 8.5. We have undertaken to re-develop a set of national contracts for the use of Children's Services. We are currently in the process of engaging with children's services consortia on this project and a development meeting took place on 10 January.

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- 8.6. Planning for the sixth national construction conference on the 7 February is well advanced. Dame Judith Hackitt has agreed to provide a keynote speech and members of the Improvement and Innovation Board are encouraged to attend. We continue to input into the Industry Response Group set up after the Grenfell Tower disaster and are heavily involved in developing a set of national procurement competencies which will be required for anyone working on high rise residential buildings.
- 8.7. Our JCT contract workshops were a great success and we are in the process of arranging further sessions outside of London.

Skills

- 8.8. We are continuing to press Government to allow councils to use the contract management training sessions. There has been a technical hitch. Councils need access to the civil service learning portal and currently this is only available to central government. We have agreement in principle that the content can be used.

Brexit

- 8.9. We are working with Cabinet Office and MHCLG on procurement matters relating to Brexit. The Government has set out what will happen if there is a 'no-deal' and this has been disseminated to councils. Cabinet Office are currently delivering regional workshops on this subject. We have promoted the workshops and encouraged councils to engage and attend. We are part of the Government's steering group on the UK version of 'TED' the portal used to advertise contracts.
- 8.10. At this point we believe that if there is a deal, there will be little change relating to procurement during the transition period.

Innovation

- 8.11. We have now published our 'road map for innovation' and we are in the process of arranging a number of regional workshops. The workshops will focus on encouraging innovation in procurement processes for 2019.

Modern Slavery

- 8.12. We have continued to support the voluntary publication of annual transparency statements under section 54 of the Modern Slavery Act based on the issues around reputation. 86 councils (up from 65 in September and 46 in June) have now voluntarily submitted their modern slavery transparency statements and are listed in our [Transparency in the supply chain– council statements portal](#)
- 8.13. We provided a response to the Independent Review of Modern Slavery Act 2015 and continue to feed into the Prime Minister's Tackling Modern Slavery and People Trafficking Implementation Taskforce which, our chair, Lord Porter sits on.

Next steps

- 8.14. The focus over the next quarter will be to take a closer look at the results from the NPS diagnostic and ensure that our plans for 2019/20 include things that matter

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to councils. We will also be continuing our work on discussions with key strategic suppliers.

- 8.15. For 2019/20 we are considering our response to the anticipated MHCLG report on fraud in local government procurement, this might lead to an update of our 'Managing the Risks of Procurement Fraud' we published in 2015 <https://www.local.gov.uk/sites/default/files/documents/managing-risk-procurement-13a.pdf>. We are also considering further guidance on measuring social value, how councils can further increase engagement with SME's, cyber security in the supply chain and more detailed guidance on financial evaluation of tenders following recent high profile financial issues with key suppliers.

- C) Generating income**, which involves generating a greater proportion of funding locally, such as by commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.

Commercialisation – MoU commitment

Help councils to become more commercial through a series of courses, events and sharing good practice.

9. Programme activities 2018/19

Commercialisation support

- 9.1. Councils have been exploring new ways to maximise income. In order to protect valuable frontline services and ensure positive outcomes for local communities councils are increasingly thinking through a more commercial approach to their activities.
- 9.2. There will be a presentation by Montague-Evans which will focus on:
- 9.2.1 What will the future of High Street/Town Centre regeneration look like and how can councils take greater control and ownership of these assets?
- 9.2.2 How can councils generate income from Commercial Properties?
- 9.2.3 What are the governance arrangements and processes that councils need to consider?
- 9.3. We continue to deliver a range of support and events to help councils to develop their commercial activities. We have delivered the southern cohort of the commercial skills training for officers in partnership with the Institute of Directors (IOD). The next cohort in Leeds is sold out with the highest number of paying delegates for an LGA commercial skills training cohort to date. Bookings are being taken for the next southern cohort starting in Winchester in February 2019.
- 9.4. As a result of the first three commercial skills masterclasses for elected members being fully booked we have launched an extra masterclass to be held in Manchester on the 19 March 2019. The masterclass is free to attend, please do [book your place online](#). Feedback forms have shown that 95 per cent of attendees rated the content of the masterclass as 'good' or 'excellent'.

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- 9.5. The latest meeting of the LGA's Advanced Commercial Group took place in December 2018 on the theme of commercialisation in adult social care. 20 councils regularly attend these meetings.

One Public Estate

- 9.6. One Public Estate (OPE) is a national programme which enables councils, central government and its agencies to work together to get the best use out of public land and property. It is delivered in partnership between the LGA, Cabinet Office and MHCLG. The programme currently involves 319 councils, who work together in 76 partnerships and delivers over 500 projects. By 2020, current OPE projects are expected to deliver £615 million in capital receipts, £158 million in running cost savings, creating 44,000 jobs and release land for 25,000 homes.

Programme Activities

- 9.7. Applications for OPE's seventh funding round closed on the 30 November 2018. The fund offers a national pot of £15million available for new and existing OPE partnerships. This application round took a more focussed approach with priority given to projects which support the release of public land to increase housing supply. This is one of the most pressing domestic policy priorities. The programme received applications from 59 OPE partnerships, involving over 200 councils with funding requests totalling £27.9 million. Applications will be assessed throughout January and February 2019 with applicants informed of outcomes by early March 2019.
- 9.8. Projects funded through phases 1 - 6 of the programme continue to deliver significant outputs. The latest programme reports show that the projects have delivered - £163.9 million in capital receipts, cut running costs by £24.9 million, created 5,745 jobs and have released land for over 3,300 homes.

Land Release fund

- 9.9. The Land Release Fund (LRF) is a £45million fund provided to local authorities to support the release of council owned land for housing development. The programme provides funding for land remediation activity and small-scale infrastructure. It will enable the release of council owned land by 31 March 2020, which would not otherwise have been brought forward for development. It is managed by a joint OPE and MHCLG delivery team, with OPE using its established regionally based local authority networks to manage local delivery.
- 9.10. Nationally, activity on 78 out of 79 funded programmes has commenced with 54 schemes having started on-site activity. Additionally, latest reports have indicated a small increase in anticipated housing delivery. The programme is expected to release land for 7,445 new homes by 2020, an increase of 165 from the 7,280 expected at the start of the programme.

Next Steps

- 9.11. Applications for OPE's seventh funding round will be assessed throughout January and February with applicants informed of the outcomes of their applications by early March 2019.

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Cross-cutting offers

Productivity Experts – MoU commitment

The Productivity Experts Programme provides an opportunity for councils to access expertise that will provide them with the skills they need to realise ambitious efficiency savings and income generation. The programme offers bespoke support, brokered by the LGA, on a specific project or initiative. We are committed to work with 25 councils to deliver savings or generate income of £25 million.

10. Programme activities 2018/19

- 10.1. So far this year, experts are working with 38 councils contributing towards efficiency savings and/or income generation of £39.9 million over the next four years.
- 10.2. In the third quarter of 2018/19, we have distributed 12 of the 25 available grants. The projects are helping councils to either make money or save money. The projects are spread across a range of services: waste, procurement, children's social services, education, adult social services, digital and commercialisation of regulatory services. There is a good spread of councils across the country. Two councils from the North West have been funded, two from the South East, East of England and London and one from each of the North East, West Midlands and Yorkshire and Humber.

Next steps

- 10.3. The most recent case studies are shared with councils across the country via our webpage, social media platforms, bulletins, LGA events and so on and can be found here: <https://www.local.gov.uk/case-studies?keys=productivity+experts&subject%5B2609%5D=2609&from=&to=>

Efficient and Intelligent councils – MoU commitment

Work with MHCLG to synthesise data to develop a better understanding of the characteristics of efficient and intelligent councils.

11. Programme activities 2018/19

- 11.1. As part of the work to help councils to continuously improve, the LGA is developing a package of support for efficiency in one place. It will:
 - 11.1.1 Bring together all of our learning across local government, so that we can better describe the characteristics of efficient councils.
 - 11.1.2 Include an on-line self-assessment tool to help councils identify areas for further improvement.
 - 11.1.3 Enable councils to access and share a range of resources (including case studies and best practice) in one place.

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- 11.4. The self-assessment tool, narrative and support package will complement existing LGA resources and data sets including LG Inform and our Peer challenge. This will help councils with their continuous improvement journey.
- 11.5. Various interviews, discussions and workshops have taken place with representatives from councils, members of the Improvement and Innovation Board, colleagues at the LGA and officials at MHCLG.
- 11.6. We are making good progress with the development of this package of support for councils. There has been considerable interest, particularly with the development and testing of the content for the self-assessment tool. There are approximately 30 councils who have either engaged in the consultation to date, or have expressed an interest in piloting the self-assessment tool. We anticipate that the consultation will continue at a pace as we refine the tool in response to feedback from councils.
- 11.7. As a result of the keen interest from members of the Improvement and Innovation Board, we are proposing to establish an Advisory Board to oversee the further development of the self-assessment tool. Members of the Board were keen to be consulted about the detailed questions underpinning the characteristics and degrees/levels of improvement.
- 11.8. Any members of the Board interested in joining this time-limited Advisory Board are asked to advise our Committee Manager in advance of the Board meeting. A formal meeting of this Advisory Board will take place in the afternoon of the 31 January. Future meetings/engagement will take place virtually/on-line.

Next steps

- 11.9. An early draft of the on-line self-assessment tool will be available more widely for councils to test from April 2019.
- 11.10. Members of the Improvement and Innovation Board are invited to contribute to the gathering of best practice and to engage with the development of the content for the self-assessment tool. Members are invited to advise if they would like to become a member of the time-limited Advisory Board to oversee the consultation and further development of the self-assessment tool and the package of support for councils.

Financial Support to Councils

12. The LGA's FISA programme has provided direct support to 31 English authorities to date. In addition the LGA is providing 25 bursaries to CIPFA's CFO Leadership Academy to support senior finance staff in taking on leadership roles in authorities. The LGA is represented on the Fighting Fraud & Corruptions Locally Board and is continuing to work with CIPFA on evaluation of the Counter Fraud Programme.

Financial Implications

13. The Productivity Programme for 2018/19 will be funded from grant provided by MHCLG under our Memorandum of Understanding with the Ministry.

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Implications for Wales

14. There are no implications for Wales. MHCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

Flyer which covers the Productivity programmes:

<https://www.local.gov.uk/sites/default/files/documents/Productivity%20Flyer%20-%202018.pdf>

Annex A

Summary of key outputs as at December 2018

The main achievements and outputs during this period are set out below. Further details can be found in the main body of the report as referenced.

Green = completed (due to be completed within reporting period or, at year-end)

Amber = not completed, there is appropriate mitigation to complete within agreed timescale

Red = not completed (due to be completed within reporting period or, at year-end)

Project/ programme	Outputs as at December 2018	On target (RAG)
Digital	<ul style="list-style-type: none"> • Captured and published the case studies for the Digital Transformation Programme, these generated in excess of £2.4m from nine projects. • Working with the Digital Channel Shift Programme 2017/18 to capture their case studies. These have generated over £1 million savings to date. • Organised and hosted six workshops to support the councils in the Digital Housing Programme. • Hosted a Digital Showcase conference with over 80 delegates. 	Amber
Cyber security	<ul style="list-style-type: none"> • Hosted a series of sector meetings to engage senior leaders in cyber security. • Hosted a discussion with chief executives at the LGA Annual Conference. • Hosted a Cyber Security conference with over 80 delegates. 	Amber
Shared services and collaboration	<ul style="list-style-type: none"> • £971 million cumulative efficiency savings to date, from 559 partnerships 	Green
Behavioural Insights	<ul style="list-style-type: none"> • All of the projects from phase two of the BI programme are now complete, with reports published on our website. • The Kent CC project working with Kent Police and Victim Support has resulted in a 2.3 per cent increase in victims of domestic violence taking up 	Green

	<p>support offers from Victim Support.</p> <ul style="list-style-type: none"> • 8 projects have been selected to be supported in phase four. 	
Design in Public Services	<ul style="list-style-type: none"> • 14 projects have been selected to be supported this year. 	Green
Procurement	<ul style="list-style-type: none"> • Almost 60 per cent of councils completed the self-assessment exercise following the launch of NPS2018. • Areas for further improvement: measuring social value, contract management and strategic supplier relationship management. • Hosted a series of sector meetings with key suppliers. 	Green
Modern Slavery	<ul style="list-style-type: none"> • 86 councils have voluntarily submitted their transparency statements to our portal 	Green
Commercialisation	<ul style="list-style-type: none"> • The first three commercial skills masterclasses for councillors were fully booked. 95 per cent of attendees rated the content of the masterclasses as either good or excellent. 	Green
One Public Estate	<ul style="list-style-type: none"> • OPE programme has raised £163.9 million in capital receipts, cut running costs by £24.9 million, created 5,745 jobs and released land for over 3,300 homes. 	Green
Productivity Experts	<ul style="list-style-type: none"> • So far this year we are working with 38 councils contributing towards efficiency savings and/or income generation of £39.9 million over the next four years. 	Green
Efficient and Intelligent councils	<ul style="list-style-type: none"> • Consultation and engagement with councils continues – to develop and test the content for the self-assessment tool. 	Amber
Finance	<ul style="list-style-type: none"> • LGA FISA's programme has provided direct support to 31 English councils. 	Amber