

23 May 2019

## **LGA Productivity Programme**

### **Purpose of report**

For discussion.

### **Summary**

This report provides the Board with an overview of the key deliverables for the Productivity Programme during 2018/19. The business/work plan for the Productivity team for 2019/20 will be presented at the July meeting of the Board. Appendix 1 provides a summary of the key outputs for financial year 2018/19.

### **Recommendation**

That Members:

1. Note the key outputs of the productivity team's programme for financial year 2018/18.
2. Pilot and test the self-assessment improvement tool following the soft launch earlier this month and provide feedback to help inform the version to be launched at the LGA Conference in July.

### **Actions**

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

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## LGA 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.
3. 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

4. *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.*

#### Programme activities 2018/19

5. There are currently two live digital funded programmes and each are at a different stage;
  - 5.1. **The Digital Channel Shift Programme 2017/18** – funded 21 projects. 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 will publish case studies for these 18 projects shortly together with an overarching end of programme report on the LGA website. To date, the savings generated from these projects exceeded £1.4m.
  - 5.2. **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 Borough Council. The council worked with a group of councils in Kent to develop and implement a series of on-line forms for homelessness, a self-assessment form for housing and a housing application form. The Kent project has been live and operational for over 18 months across a number of councils in Kent.

6. In March 2018, we recruited five councils to pilot the reuse of the assets developed in the Kent project, this was to see if the forms developed could be reused in other councils. These five councils have had ongoing support, including an Action Learning Set consisting of a series of workshops and one-to-one support. We are continuing to support them as they work to implement their forms.
7. 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.

### **Next steps**

8. The LGA is working with councils to put in place a funded digital programme for 2019/20. After discussing this with councils and to complement the MHCLG Local Digital Programme we have agreed the theme will be digital inclusion. The objective is to fund eight to ten council led projects that specifically set out to get more residents/local businesses online. The prospectus inviting councils to bid will be posted on the LGA website in May.

### **Cyber Security – MoU commitment**

9. 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.

### **Programme Activities 2018/19**

10. The LGA continues to run, 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
11. We also work closely with Socitm and the WARPs, who run 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.
12. At the LGA conference in July, we hosted a chief executive Chatham House Rules discussion where two chief executive shared their experiences of being subject to a cyber-attack with other council chief executives at this seminar. This event provided a

useful learning opportunity and builds on other work the LGA is doing to build resilience in councils enabling them to respond to adverse events.

13. 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 – highlighting the partnership approach they are taking with the LGA including the funding, to work with the sector. We also showcased some of the different approaches already being used by councils to build their cyber resilience and promoted the grant funding scheme to help councils bid. The feedback from delegates was very positive.

### **National Cyber Security Programme**

14. In addition to our cyber security work directly with MHCLG, the LGA successfully bid for funding from Cabinet Office under the National Cyber Security Programme securing £1.5million for 2018/19. This funding was 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.
15. The LGA carried out a cyber security stocktake of all 353 English councils. This captured each councils' arrangements in place for - leadership, governance, training and awareness raising, and partnerships. Every council received their own self-assessment setting out their RAG rating.
16. Councils rated as Red/Amber Red were directly contacted – both the chief executive and the leader's office, to alert them to their assessment and to offer support.
17. We put in place a Grant Funding scheme to enable councils bid for funds to address any issues identified – for phase 1, we awarded over £1m of grants to 116 councils. 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**

18. The LGA has also secured funding from the NCSP for 2019/2020 and 2020/21, this is to build on the work already started with a focus on consolidating and enhancing current cyber security arrangements as well as building skills and capacity in councils for the future.

### **Shared Services and Collaboration – MoU commitment**

19. 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.

### **Programme activities 2018/19**

20. The LGA Shared Services map was relaunched in June and evidenced £971 million in cumulative efficiency savings from over 559 partnerships – this was up £314 million from £657 million savings and from 486 partnerships in the previous year.

21. 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. Immediate savings of £230k have already been delivered for Tameside Council in the first few months. STAR Procurement have also been able to deliver £6.3m of ratified savings from our three founder councils so far this financial year, whilst also managing this growth programme. A Shared Services Expert was placed in Basildon towards the end of the financial year, this work is on-going.
22. Enquiries are being progressed with potential projects at Hart, Wellend and the Greater Manchester councils looking to collaborate more closely with Greater Manchester Health.

### **Next steps**

23. 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**

24. 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.
25. 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”.

### **Programme activities 2018/19**

26. 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. We ran a learning event in May with the Police, the Council, Victim Support and the Behavioural Insights Team to communicate how the trial was run in order for other local areas to take it up.
27. The phase three projects were showcased at the LGA Innovation zone in July. Successes from phase three include 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 £133k 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. Worcestershire County Council ran a trial to reduce the amount of outstanding debt in adult social care which resulted in a 61 per cent increase for those signing up for direct debit. There was also a 33 per cent increase in people paying via the website and automated telephone line. Knowsley have increased the uptake of assistive technology with referrals rising by 39 per cent and installations increasing by 27 per cent compared to the three months before the intervention.

29. The 2018/19 funding round (phase four) was tremendously oversubscribed and the following eight councils have been selected for support:

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

28. In March we held our second Behavioural Insights in local government conference. The conference was oversubscribed and showcased projects from the London Borough of Croydon, Knowsley, Kent County Council, Warrington Borough Council, Rother District Council and Worcestershire County Council. At the event we launched our Nudges for Social Good: practical learning and tips from the LGA BI programme learning document. This has also been shared with colleagues in the research team at MHCLG.

29. More information on the LGA's Behavioural Insights Programme can be found [here](#).

### **Design in the Public Sector – MoU commitment**

30. 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.

31. 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.

### **Programme activities 2018/19**

32. We received a higher amount of applications than ever before for this year's programme which is focussed on assisting councils to use design skills to address public health challenges. The following 14 projects have been supported through the programme this year:

- Cheshire East Borough Council - improve people's health in Crewe - life expectancy is 18 years less than more affluent parts of Cheshire East.

- Chorley Council and Lancashire County Council - increase home adaptations by 25 per cent to enable more people to stay living independently in their homes.
- Derbyshire County Council - to cut smoking by six per cent amongst pregnant women by 2022.
- Liverpool City Council – reduce infant mortality
- 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.
- Stockton-On-Tees Borough Council - reduce levels of alcohol harm down to the national average
- Tameside Metropolitan Borough Council - increase from 70 to 75 per cent the number of people physically active in the local area
- Surrey County Council - improving life outcomes for children born to younger parents
- 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
- Bristol City Council - reducing the number of MRSA infections occurring to local intravenous drug users to in line with the national average
- Portsmouth City Council - increasing air quality and also physical activity by encouraging people out of their cars.
- South Cambridgeshire District Council - increasing physical activity by encouraging more sustainable modes of transport in new housing developments resulting from local planned economic growth.
- Adur and Worthing Council - working differently with local businesses to increase the number of people furthest from the job market getting employment
- Maldon District Council - and Essex County Council – increasing children’s resilience to mental health issues.

33. We have set up monitoring ‘phone calls with each of the projects to support their progress and track their impact.

## **B. Smarter Sourcing**

### **Smarter Sourcing – MoU commitment**

34. 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.

### Programme activities 2018/19

35. **NPS 2018:** The National Advisory Group for Local Government Procurement (NAG) launched a new national procurement strategy (NPS) 2018 at the LGA Conference in July. 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.
36. Our initial benchmarking exercise where councils self-assessed their performance against the new NPS2018 has provided us with a huge amount of insight into how procurement works within councils. We have now developed a forward plan of activities based on the responses to the exercise. This includes measuring social value, contract management and strategic supplier relationship management. Our work-streams on improvement in procurement on children's services, construction and innovation are growing in popularity and will be continued. We are looking to the possibility of a learning and skills platform for next year.
37. **Strategic Suppliers:** 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.
38. **Category Management:** We are now working with our children's group on gathering data about existing contracts and when they will be renewed with a view to helping councils to identify how they can collaborate together in the future. We have now subscribed to a new data service, Tussell, which will enable us to gather together the information we need to support this activity. We are working with some of the children's consortia on a potential set of national terms and conditions.
39. Our sixth national construction conference in February was really well attended with excellent keynote speeches. Dame Judith Hackitt was very well received. We have been working with MHCLG and the Industry Response Group on a number of issues highlighted from the Grenfell Tower disaster. We have also worked with the Chartered Institute of Procurement and Supply (CIPS) to develop a set of procurement 'competencies' that we are proposing anyone working in procurement on High Risk Residential Buildings (HRRBs) will need to have. This has been approved by the group and we will now work with CIPS on rolling out this information to councils. Our JCT contract workshops were a great success and we are in the process of arranging further sessions outside of London.
40. **Skills:** The Government has now approved access for councils to their contract management training sessions. There will be a small charge for anyone accessing the training (around £15) and we are working with the Government Commercial Function on the process before this can be rolled out.

41. **Brexit:** 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. At this point we believe that if there is a deal, there will be little change relating to procurement during the transition period.
42. **Innovation:** 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.
43. **Modern Slavery:** 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. 94 councils have voluntarily submitted their modern slavery transparency statements (up from 65 in September and 46 in June) and are listed in our Transparency in the supply chain – councils statements portal. [Transparency in the supply chain– council statements portal](#)
44. We provided a response to the Independent Review of Modern Slavery Act 2015 and have worked closely with the Home Office on online supplier assessment tools and public sector specific guidance which is due out shortly. We 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**

45. 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 to councils. We will also be continuing our work on discussions with key strategic suppliers.
46. 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](#)' guidance which we published in 2015. 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**

#### **Commercialisation – MoU commitment**

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

#### **Programme activities 2018/19**

48. This year we have delivered a range of support and events to help councils become more commercial including:

- A session at the LGA Conference 'Profit with a purpose' on how commercial activities are driving social value, having a successful impact on local jobs, skills and growth. It was attended by 300 delegates.
- Three cohorts of the Commercial skills training for officers in partnership with the Institute of Directors (IOD) – one in the North and two in the South of England. Feedback showed that 95 per cent of delegates rated the course content as good or excellent with 92 per cent rating the value of the course to their organisation as good or excellent.
- Delivered four commercial skills masterclasses for elected members, in Cambridge, Winchester, Leeds and Manchester. Feedback forms showed that 95 per cent of attendees rather the content of the masterclass as good or excellent.
- Held four meetings of the Advanced Commercial Group, two general meetings and two on the following topics: council owned housing companies and commercialisation in adult social care. 20 councils regularly attend these meetings and the presentations, papers and good practice arising are shared on our Knowledge Hub page for other councils to access.
- Refreshed the LGA Good practice map for commercial activity to ensure that all information and case study examples are up to date.
- Commissioned research into the social value of council commercial activities which will result in practical guidance for councils and eight new case studies.
- In response to council demand we organised a conference entitled 'Profit with a purpose'. 84 delegates attended and heard case studies from Durham County Council, Sheffield City Council, Warrington Borough Council, Sevenoaks District Council, Birmingham City Council, and Runnymede Borough Council. There were future trends insights from C.Co and an outline of local authority trading powers from Bevan Brittan LLP.

### **One Public Estate – MoU commitment**

49. 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 95 per cent of councils, who work together in 78 partnerships and delivers over 650 projects. By 2020, current OPE projects are expected to deliver £615 million in capital receipts, £158 m in running cost savings, creating 44,000 jobs and release land for 25,000 homes.

### **Programme of Activities 2018/19**

50. In April 2019 £15 m funding has been awarded and distributed to 59 OPE partnerships as part of phase 7 of the programme. Partnerships awarded funding will now commence delivery of a further 150 OPE schemes nationally, increasing the number of projects supported by the programme to over 650. Projects funded through Phases 1-6 continue to deliver significant outputs. As of March 2019 OPE projects have delivered £183 million in capital receipts, cut running costs by £26 million, created 5,938 jobs and have released land for 3,463 homes.

51. **Land Release fund:** 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.

52. Nationally, activity on 78 out of 79 funded programmes has commenced with over 50 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 7,253 new homes by 2020, a slight decrease of 165 homes from 7,445 homes previously reported. The slight decrease has occurred due to a small number of schemes decreasing housing numbers on securing planned consent. The scheme still continues to deliver within tolerance of the 7,280 homes anticipated at the inception of the programme.

### **Cross-cutting offers**

#### **Productivity Experts – MoU commitment**

53. 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.

#### **Programme of activities 2018/19**

54. In 2018/19, the Productivity Experts Programme worked with 42 councils contributing towards efficiency savings and/or income generation of £42.6m over the next four years.
55. The projects were spread across a range of services: waste, procurement, children's social services, education, adult social services, housing, leisure, digital and commercialisation of regulatory services. There was a good spread of councils across the country covering each region and all tiers of councils.

#### **Next steps**

56. The most recent case studies can be found [here](#) including those from Torbay, Colchester, Chelmsford and Cheshire East, each based on the adult social care market, a waste review, a new leisure card commercial venture and a children's services locality model, respectively.

#### **Efficient and Intelligent councils – MoU commitment**

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

#### **Programme activities 2018/19**

58. 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:

- Bring together all of our learning across local government, so that we can better describe the characteristics of efficient councils.
- Include an on-line self-assessment improvement tool to help councils identify areas for further improvement.
- Enable councils to access and share a range of resources (including guidance, tools, case studies and best practice) in one place.

59. 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.

60. Various interviews, discussions and workshops have taken place with representatives from councils, London Councils, Soctim, the Local Government Delivery Council, members of the Improvement and Innovation Board, colleagues at the LGA and officials at MHCLG.

61. We have made 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. We have consulted and engaged with over 70 councils, including 15 councils who have tested out the self-assessment tool.

62. The time-limited Editorial Board, established by the Improvement and Innovation Board to oversee the further development of the self-assessment tool has continued to meet. Members of the Editorial Board have been consulted about the development of the improvement model and the self-assessment tool. The self-assessment tool was soft launched in May and we are encouraging councils to take a look, try out the tool and provide feedback.

### **Next steps**

63. Members of the Improvement and Innovation Board are invited to contribute to the gathering of best practice and to pilot and test the self-assessment tool, ahead of the formal launch at the LGA Conference in July. The link to the prototype of the [self-improvement tool](#) is now available to try.

### **Financial Implications**

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

65. The 2019/20 Programme will be funded by grant provided by MHCLG under our Memorandum of Understanding. In addition a grant from Cabinet office for £1.5m will contribute to the cyber security programme of work.

### **Implications for Wales**

66. 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](#)

**Appendix 1.**

**Summary of key outputs as at March 2019**

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 March 2019	On target (RAG)
Digital	<ul style="list-style-type: none"> <li>• Captured and published the nine case studies for the Digital Transformation Programme, these generated in excess of £2.4m from nine projects.</li> <li>• Captured and published the case studies and an end of programme report for 18 of the Digital Channel Shift projects 2017/18. These have generated over £1.4m savings to date.</li> <li>• Organised and hosted seven workshops to support the councils in the Digital Housing Programme.</li> <li>• Hosted a Digital Showcase conference with over 80 council delegates.</li> </ul>	Green
Cyber security	<ul style="list-style-type: none"> <li>• Hosted a series of sector meetings to engage senior leaders in cyber security.</li> <li>• Hosted a discussion with chief executives at the LGA Annual Conference.</li> <li>• Hosted a Cyber Security conference with over 80 delegates.</li> </ul>	Green
Shared services and collaboration	<ul style="list-style-type: none"> <li>• £971 million cumulative efficiency savings to date, from 559 partnerships</li> </ul>	Green
Behavioural Insights	<ul style="list-style-type: none"> <li>• All of the projects from phase two of the BI programme are now complete, with reports published on our website.</li> <li>• 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 support offers from</li> </ul>	Green

	<p>Victim Support.</p> <ul style="list-style-type: none"> <li>8 projects have been selected to be supported in phase four.</li> </ul>	
Design in Public Services	<ul style="list-style-type: none"> <li>14 projects addressing public health challenges have been selected to be supported this year.</li> </ul>	Green
Procurement	<ul style="list-style-type: none"> <li>Almost 60 per cent of councils completed the self-assessment exercise following the launch of NPS2018.</li> <li>A forward plan of activities has been developed, based on the responses and includes: measuring social value, contract management and strategic supplier relationship management.</li> <li>Hosted a series of sector meetings with key suppliers.</li> </ul>	Green
Modern Slavery	<ul style="list-style-type: none"> <li>94 councils have voluntarily submitted their transparency statements to our portal</li> </ul>	Green
Commercialisation	<ul style="list-style-type: none"> <li>The first four commercial skills masterclasses for councillors were fully booked. 95 per cent of attendees rated the content of the masterclasses as either good or excellent.</li> <li>Three cohorts of commercial skills training for officers, in partnership with the IOD, have been held. 92 per cent of attendees rated the value of the course to their organisation as good or excellent.</li> </ul>	Green
One Public Estate	<ul style="list-style-type: none"> <li>As of March 2019 OPE projects have delivered £183 million in capital receipts, cut running costs by £26 million, created 5,938 jobs and have released land for 3,463 homes.</li> </ul>	Green
Productivity Experts	<ul style="list-style-type: none"> <li>We have worked with 42 councils contributing towards efficiency savings and/or income generation of £42.6m over the next four years.</li> </ul>	Green
Efficient and Intelligent councils	<ul style="list-style-type: none"> <li>Consultation and engagement with councils continues – to develop the content and test the self-assessment improvement tool.</li> </ul>	Green