

11 July 2019

Productivity programme

Purpose

This report provides the Board with the business/work plan for the productivity team for 2019/20. **Appendix A** provides a summary of the business/work plan for 2019/20.

Recommendations

That members of the Improvement and Innovation Board:

1. Note the business/work plan for the productivity team for financial year 2019/20.
2. Provide such guidance as the Board considers necessary to ensure that the programme meets its objectives in 2019/20.

Action

Officers to progress as directed.

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Productivity Team programme of work

Background

1. The Productivity Team's programme of work 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 (MHCLG).
2. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways;
 - 2.1 **Transforming services** either to make them more efficient and less wasteful or to find more effective ways of delivering to local people's needs.
 - 2.2 **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.
 - 2.3 **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 team's 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.

Productivity Team's Business Plan for financial year 2019/20

4. The Productivity Team's Business Plan for 2019/20 has been developed with reference to feedback from councils during the past year, the LGA's Business Plan and the Memorandum of Understanding agreed with MHCLG. The Business Plan is attached at **Annex A**. For ease of reference key new areas of work are highlighted below.

Transforming services

5. New deliverables for the year include: the Digital Inclusion programme, as part of our wider support to councils to get the most out of their investment in digital tools and solutions. The grant funding programme will be open to all councils and is aimed at empowering individuals or groups of people in the community currently not accessing online services and support, to improve their skills and confidence online, and to help generate efficiencies for the council.
6. 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. We are developing a system of sector-led support and improvement, including a grant funding scheme which councils will be able to bid to improve their cyber resilience.
7. This year we will support a further eight councils to undertake behavioural insights projects to reduce demand for local public services and promote an early intervention

11 July 2019

approach where appropriate. We will undertake promotional activities and events to encourage councils to use our template letters, trial designs and evaluation methods so that they don't have to start from scratch: www.local.gov.uk/behavioural-insights

8. The Design in Public Sector programme equips councils with design skills and techniques to apply to their toughest service challenges. This year's programme will help 10 councils to transform public services from children's services and adult social care through to housing and the health and wellbeing of residents.

Smarter sourcing

9. Following the National Procurement Strategy 2018 diagnostic exercise, we will focus on the areas highlighted by councils for further improvement – commissioning skills, contract management and training. We will capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty. We will also work with the Government commercial function to share resources and training already available to support councils.

Generating income

10. A refreshed Commercial Skills training offer will provide officers with the skills and confidence to undertake larger scale income generation activity. Three Commercial Skills Masterclasses for members will be run, following the successful pilots last year. We launched our new 'Profit with a Purpose' guidance at the LGA Conference in July.

Cross-cutting

11. The Transformation and Innovation Exchange was launched in July at the LGA Conference. It will provide a wide range of resources to support councils with their continuous improvement journey, including a Beta self-assessment tool. We will work with councils during the year to encourage take up, provide feedback and to refine the self-assessment tool.

Financial Implications.

12. 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 million will contribute to the cyber security programme of work.

Implications for Wales.

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