

Appendix A: Productivity Statement

Theme 1: How you have transformed the way you design and deliver services to make better use of resources.	
<p>a) How has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;</p>	<ul style="list-style-type: none"> • The council has had to become productive to help combat substantial funding reductions – since 2010: <ul style="list-style-type: none"> ○ core spending power DOWN by 20% in real terms (that’s after inflation) ○ population INCREASED by 19% (that's 46,776 more residents) ○ core spending power per capita DOWN 33% (that’s a loss of £497 per person) ○ full time equivalent staff LOSS of 26% (that's 2,233 fewer staff) • Over the last few years, the council has embarked upon productivity and workforce challenges across housing, adult / childrens social care, digital and wider still. • Efficiency savings for 2024/25 total some £26m, but are not without consequential impacts.
<p>b) How do you measure productivity in your organisation?</p>	<ul style="list-style-type: none"> • Contract management • HR indicators • Departmental indicators • Performance reported to scrutiny panels where appropriate • Performance against the council’s Corporate Plan “Our Greenwich” via dedicated website (new for 2024/25) • Budget and savings performance reported to Cabinet and subsequently Scrutiny • External auditors annual “Value for Money” assessment
<p>c) What changes have you made to improve services, and what effects have those had?</p>	<ul style="list-style-type: none"> • “Building Brilliant Outcomes Together” in childrens social care – reducing the number and cost of children in care • “Forward Thinking” in adults social care – improving reablement thorough increasing service contact time with users, improving consistency of

	<p>decision making through review panels and streamlining learning disability services through our progression work.</p> <ul style="list-style-type: none"> • Cost Reduction in Housing Temporary Accommodation – increasing supply of quality properties and reducing unit price of accommodation
d) What are your current plans for transformation over the next two years and how will you measure the effects of those changes?	The council leadership team will be reviewing major corporate transformation projects and key departmental ones impacting upon the councils budget savings
e) What role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more.	<ul style="list-style-type: none"> • The council has a substantial capital programme underway worth almost £1bn through to the end of the decade investing in housing alone (new build and renovation). The former adds supply and the second reduces inefficiencies in the current stock. • Government investment in the proposed DLR extension Beckton / Thamesmead would boost growth. • Further asks are referenced in 4 (d)
f) What preventative approaches you have undertaken and can the value of these be quantified?	<ul style="list-style-type: none"> • We provide targeted payments to those where doing so prevents a new case of Homelessness and provides value for money • We provide Discretionary Housing payments along similar lines to above • in social care we invest in Live Well and reablement to provide better outcomes for residents and lower cost pathways and look to provide whole system system solutions, working with partners including health
Theme 2: How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.	
a) What are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?	<ul style="list-style-type: none"> • As part of our current digital strategy, data sharing and access has increased greatly across the council and continues to improve • Performance data will be shared publicly on the Our Greenwich website later this year
b) Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?	<ul style="list-style-type: none"> • New technology is being constantly embraced. • The council has agreed its approach to Assistive Technology for adult social care, which will rollout in 2025.

	<ul style="list-style-type: none"> • A working group, covering Innovation including AI is currently being formed, to ensure the council has effective governance of this area, with early opportunities identified in areas including welfare, housing and customer services.
Theme 3: Your plans to reduce wasteful spend within your organisation and systems.	
a) how do you approach identifying and reducing waste in the organisation? How do you monitor progress?	<ul style="list-style-type: none"> • At each budget setting cycle, this issue is challenged. • The councils procurement team is moving to a category management approach which will also unlock areas of duplication, alongside greater data insights from improved data visibility.
b) how much time and money do you spend on staff EDI training (internal and external), networks, and other programmes? How many EDI Champions do you have as an organisation?	<p>The council has a number of staff networks which it is proud of, including:</p> <ul style="list-style-type: none"> • Race Equality Network • LGBTQIA+ Network • Disability Staff Forum • Womens Network • Mental Health & Wellbeing Network • Young Professionals Network <p>Our work on Equality, Diversity and Inclusion supports staff wellbeing and productivity as well as helps to make our services more inclusive and accessible for residents – over the last year we have been helped by 13 EDI champions from within our services.</p>
c) What percentage of total staff budget is spent on - Agency - Consultants? How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?	<p>Agency workers are required where there is an urgent demand such as social care, hard to fill or specialist technical roles. Our use of agency staff is controlled and monitored throughout the council including the senior management team, with only around 13% of total employee costs represented by agency use and 3% consultants.</p> <p>A number of roles cover fixed term roles which extend beyond one year, albeit are time limited and some are covering persistently hard to fill roles. As such, around 177 agency workers have supported Greenwich for over a year.</p>
d) What governance structures do you use to ensure accountability of spend?	<ul style="list-style-type: none"> • Monthly monitoring to the Greenwich Strategic Leadership Team • Financial Management Boards where appropriate

	<ul style="list-style-type: none"> • Scrutiny Panel where appropriate • Spending controls including recruitment control, procurement board (2024/25) and others as required
e) Do you share office functions with other councils and if so, how useful do you find this?	<ul style="list-style-type: none"> • Greenwich undertakes functions on behalf of others such as fraud (Bromley) and out of hours (Lewisham) • Office accommodation is shared with the NHS and also provides a small income source for the council
f) If you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?	Not applicable
g) What proportion of your paybill is spent on trade union facility time?	Our facility time supports the councils TU stance that the cost of such outweighs the impact if it were not to be in place and represents around 0.1% of total pay
Theme 4: The barriers preventing progress that the Government can help to reduce or remove.	
a) What are the barriers preventing you from improving productivity further within your organisation?	<p>A lack of reform of the local government funding system for over a decade has seen outdated data and formulas used to calculate council funding, with the gap between need and resource growing ever bigger. This has been exacerbated by a lack of reform in other policy areas as well. To combat the effects since 2010 the council has a number of asks:</p> <p><u>Funding</u></p> <ul style="list-style-type: none"> • Multi-year settlements – the uncertainty driven by one-year settlements is a huge barrier to becoming more productive and enabling boroughs to plan services strategically and take invest-to-save decisions. Three or four-year settlements would go a long way to solving this. • Reduce ringfencing – remove ringfences and reporting requirements associated with grant funding to empower and trust councils to get on with delivering services.
b) What are the barriers preventing you from improving services further?	
c) Are these barriers consistent across multiple services?	
d) What would you need to remove those barriers? What do you need from government, the market or elsewhere?	

- Reduce the number of funding pots – reduce the number of specific funding pots and arduous bidding processes, particularly in economic development and skills.
- Ensure funding reflects need – many councils are unable to put resources into driving further productivity gains because they are being overwhelmed by demand pressures due to structural underfunding and a system that no longer reflects local needs. The Government should review and update the funding formulae for all the major grants that councils receive from government.

Housing

- Remove barriers preventing councils from combining Right to Buy receipts with grant funding to deliver affordable housing.
- Remove the cap on the proportion of individual sites that can be funded through Right to Buy receipts.
- Make the increase in LHA rates from Autumn Statement 2023 a permanent measure.
- Remove the cap on LHA payable for Temporary Accommodation in Housing Benefit subsidy (set at 90% of January 2011 LHA rates).
- Provide funding to help councils buy accommodation sold by private landlords.
- Deliver a new HRA debt settlement based on updated assumptions, as government policy changes have altered the existing 2012 agreement beyond recognition.

Adult social care

- Deliver the adult social care funding reforms which are crucial to providing long-term financial certainty for the sector.
- Baseline all existing ASC grants and consolidate them into one fund.
- Implement the Hewitt Review recommendation of 1% of ICB budgets towards prevention.

Children's services

- Ensure the Social Care Grant reflects children's social care needs (rather than only adult social care relative needs).
- Urgently reform the children's social care market to reduce profiteering.
- Allow local authorities to open and run special schools – this would reduce placement costs, help meet rising demand more quickly and ensure greater local oversight of places.
- Introduce a mandatory register for all home educated children – this would improve identification of children at risk of harm.
- Extend the Dedicated Schools Grant (DSG) statutory override to provide financial certainty for councils – otherwise at least a quarter of councils risk running out of general fund reserves.
- Consider writing-off accumulated DSG deficits.

Regulation

- Simplify the regulatory framework, including developing a coordinating role for Oflog. One London borough had three regulators in within the same month. While hugely important, servicing multiple inspections limits capacity and hinders productivity.
- Ensure regulators have the appropriate capacity and understanding of councils and local places, including their financial context.