**Treasury Thoughts on efficiency**

**Survey on cross-cutting assistance**

We know that departments and public services are doing their own work to improve productivity. We are looking to identify how the Treasury (or the Treasury working with other ‘central’ departments such as the Cabinet Office – hereafter referred to as the ‘centre’) can support this work.

To provide structure and as a catalyst for discussions, we have based this section around the drivers of public sector productivity identified by the Public Sector Efficiency Group and included some key questions.

**Driver 1 – Data**

* Information on inputs and outputs which can help provide evidence, inform decisions, identify differences between units, and test innovations.

*Key Questions*

1. Is there data that could be useful to you that is held by others?
2. Are there barriers to data collection that could be resolved at the centre?
3. Could the centre do more to encourage the use of data?

**Driver 2 – Organisation and workforce**

* Improving how an organisation is structured and located, ensuring it is the optimum size, improving the skills of a workforce, using pay and conditions effectively to deliver public services, and planning strategically for organisational changes to boost productivity.

*Key Questions*

1. How could the centre support strategic planning?
2. Could the centre help you to make even better use of talent and recruitment of the right skills? Does a lack of digital skills limit productivity improvement?

**Driver 3 – Markets and competition**

* Intelligent outsourcing, pricing mechanisms, utilising competition, comparing different units, incentivising productivity, and producing benchmarks.

*Key Questions*

1. How do incentives created by the centre play a part in making decisions on whether outsourcing is appropriate?
2. Are there obstacles you face to the commercialisation of spare capacity in assets you hold?

**Driver 4 – Service re-design**

* Changing the way services are delivered or who they are delivered to, incorporating changes to both the customer facing front-end, and enhancements to back-end internal processes and systems. Including themes such as user design, prevention and early intervention.

*Key Questions*

1. Are there barriers to changing how services are delivered that the centre could resolve?
2. Do you feel able to experiment? How could the centre support the cultivation of new ideas?

**Driver 5 – Technology**

* Using technology to reduce cost, increase delivery quality, or reinvent processes to better deliver public services.

*Key Questions*

1. Do you have enough support from the centre, such as the Government Digital Service, to be able to make effective use of digital and technology?