



Department for  
Communities and  
Local Government



Cabinet Office



**The Rt Hon Eric Pickles MP**

*Secretary of State for Communities and Local  
Government*

**The Rt Hon Francis Maude MP**

*Minister for the Cabinet Office and Paymaster  
General*

**Cllr Peter Fleming**

*Chair, Local Government Association  
Innovation and Improvement Board*

**Mark Rogers**

*President, Society of Local Authority Chief  
Executives*

6 January 2014

## **Delivering Differently**

We are writing to all Local Authority Leaders to announce the launch of *Delivering Differently*, a joint initiative which aims to drive the transformation of local authority services through the power of new delivery models.

The Government is committed to improving the quality and efficiency of public services, opening up and diversifying public service markets and using the best providers and delivery models.

This agenda is as important in the wider public sector as it is in central government. Local authorities are responsible for many of our core public services, and face the same challenges: reduced public expenditure, rising customer demand, and increased service complexity.

We must transform the way services are delivered, reviewing business models that for too long have remained static and in the process breaking down the old binary choice between in-house and outsourced delivery.

In short, we need to get the best out of the public, private, voluntary, community and social enterprise sectors through partnering, mutualisation or other innovative forms of commercial model, and harness the entrepreneurial nature of public sector employees by giving them the power to lead change in their own services.

Local government is well aware of the potential of new models of delivery to ensure the sustainable provision of high quality, 21<sup>st</sup> century services. The Government has therefore sought to provide assistance, including advice and support to potential service providers, and guidance to the wider public sector about new models, including VCSEs and public service mutuals.

At the heart of the *Delivering Differently* programme is the *Delivering Differently Challenge*, a £1m fund which will provide 10 local authorities with up to £100,000 of support to kick-start innovative projects.

*Delivering Differently* is a joint programme between the Department for Communities and Local Government, Cabinet Office, the Local Government Association, and the Society for Local Authority Chief Executives. It will focus on how authorities review services in light of the full range of available options, and the routes by which selected models are then developed. The application pack is included with this letter.

Both central and local government want to provide better outcomes for local communities. By working together with authorities that are ready and willing to explore and implement a new delivery model – including partnerships between authorities or with other public, private, and VCSE organisations – we can use targeted support to help drive innovation and improve services.

At the same time, we will learn a significant amount about how authorities approach the process, and the best ways to understand and assess the range of delivery models available. We will then use this information to refine our support offerings and provide improved guidance for all authorities and other public sector bodies.

Challenges are best viewed as opportunities; if local government services can be transformed and put onto a more sustainable footing, we will all see the benefits.


RT HON ERIC PICKLES MP



RT HON FRANCIS MAUDE MP



CLLR PETER FLEMING



MARK ROGERS

