

23 July 2014

Dear colleague

### **Aligning Local Public Services**

I am writing to introduce to you a prototype framework for Aligning Local Public Services and to seek your feedback on its content and its usefulness.

The public sector has always found the challenge of maximising the quality and quantity of the services it delivers, while minimising the resources needed. This task is made more difficult by the complex local delivery landscapes involving public, private, and not-for-profit bodies of varying sizes and structures. This makes the basic task of understanding what is being spent in a local area difficult, let alone getting agreement on what the priorities should be and how they should best be delivered. But with the downward pressure on public expenditure likely to continue for the foreseeable future, this is essential.

Following a roundtable event in December 2013, CIPFA has therefore brought together a group of practitioners and other interested parties under my chairmanship to try to address these questions. As a result of our initial work, CIPFA plans a series of publications and tools to provide guidance and help to practitioners:

- a scene-setting publication called *Aligned Local Public Services* that looks at the context within which collaborative working is so important, and discusses some key principles and arrangements for delivering aligned local public services. Although outcomes will be expressed in terms of the delivery of aligned local public services, the document is written more in terms of aligning delivery mechanisms since the latter will drive the former. It will also include case studies that will illustrate how some local authorities have developed partnership working;
- a *Framework* for aligning local public services. Based on the approach in the CIPFA FM Model, this good practice guide should help authorities and their partners determine how they are performing and where they can improve;
- a simple-to-use spreadsheet tool that will enable partners to map total spending on services;



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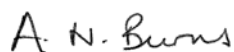
- a publication on *Outcomes and public service delivery* that will define what we mean by outcomes and provide some guidance on how outcomes approaches have been used as an internal performance management tool and to support improvements in service delivery, commissioning and procurement. It will also consider the challenges in measuring outcomes, including defining indicators and using proxy values;
- a revamped guide to local asset management.

The Framework will not be mandatory and, indeed, *Aligned Local Public Services* references a variety of resources that authorities and their partners can use to help them design their approach to collaborative working.

Two of the above documents are ready for their first airing. They are prototypes, as I said before; the Aligned Local Public Services Group has considered them and we now want your input to their further development. We ask a series of questions (in the attached annex) and would like your thoughts on them, but would also welcome any general comments that you might have. We would also like to hear from groups and/or individuals who are interested in helping take this work forward. A response to David Watkins ([david.watkins@cipfa.org](mailto:david.watkins@cipfa.org)) by 30 September 2014 would be much appreciated.

Your comments will be used to improve the documents, which will be subject to further consultation in a more final form towards the end of the year.

Yours sincerely



**Andrew Burns**

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