

# A Gloucestershire Revenues and Benefits Service?

Andrew Grant  
Gloucestershire Strategic  
Directors Group  
& Deputy CE Cotswold DC

# Context

- Chief Executive/Strategic Directors Group focus on shared service potential
- Glos. Revs and Bens Officer Group, history of joint working
- 6 Districts
- Commissioned external consultants ACS Autumn 2005
- Reported February 2006

# Approach

- High Level review
- Menu approach
- Options from mere collaboration to full merger

# Key Findings

- All on the menu feasible
- Cash/efficiency savings and resilience, business continuity benefits
- Marginal effect on performance improvement
- “cluster” staging post: £100k saving
- Full merger: £600k saving after year 3  
£900k one off set up/conversion costs.

# Issues

- National policy changes: LGR, Benefit Reform, Lyons and Financial system changes
- Intra-County: political comfort, no single driver for change, diffuse customer demand
- Main operational constraint = software platform
- Desire/readiness for transformation?

# Decision

- Await White Paper, review once Glos. LGR position known.
- Exploit “low hanging fruit”: e.g. shared documentation production, handling, indexing, shared training.
- Maintain momentum

# Final Thoughts

- System thinking comes first
- Merging two already inefficient systems gets you...
- Need to think big, have political support
- Need to keep other options in the frame, e.g. outsourcing, improving in-house services (driving out waste, meeting customer demand).

# To Find Out More.....

[andrew.grant@cotswold.gov.uk](mailto:andrew.grant@cotswold.gov.uk)