



**Wyre Borough Council**  
**Date of Publication: 1 May 2018**  
**Please ask for : Democratic Services**  
**Tel: 01253 887481**

Dear Councillor,

You are hereby summoned to attend a meeting of Wyre Borough Council to be held at the Civic centre, Breck Road, Poulton-le-Fylde on **Thursday, 10 May 2018** commencing at 7.00 pm.

Yours sincerely,

A handwritten signature in black ink that reads "Garry Payne".

**Garry Payne**  
**Chief Executive**

**COUNCIL AGENDA**

- 7. Appointments to Committees, Panels and Groups** (Pages 1 - 6)  
**2018/19**

Report of the Leader of the Council (Cllr Henderson) and the Chief Executive.

If you have any enquiries on this agenda, please contact Roy Saunders, Democratic Services and Scrutiny Manager, tel: 01253 887481, email: [roy.saunders@wyre.gov.uk](mailto:roy.saunders@wyre.gov.uk)

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Finance & Revenues Directorate  
Service Reviews  
Report of the Challenge Team

## **Introduction**

As part of the efficiency drive and review of service provision the Service Managers within each directorate were requested to undertake a review of their service areas using a standardised template.

The template included a number of headings including standard efficiency tests, the 80:20 test, use of fixed assets, regulatory minimum, service redesign, universal V targeted, need/demand, shared/process externally, commonality or overlap, same families/common problems and other areas not covered by the template.

All Service Reviews were completed by the 31<sup>st</sup> March 2010 and members of the Management Team were paired to form a challenge team for each directorate. The purpose of the challenge team was to analyse an allotted directorate's service reviews, undertake interviews with Service Managers and produce a written report.

This report relates to the Service Reviews undertaken by Service Managers within the Finance & Revenues directorate and the challenge team was:

Jim Corry, Chief Executive  
Garry Payne, Director of Planning & Regeneration

The Finance & Revenues directorate is divided into the following service areas:

Local Taxation;  
Benefits/Contact Centre;  
Audit & Risk Management;  
Accountancy/Finance;

There is no intention in this report to repeat wording that is included within the extensive and detailed reviews that were completed by the Service Managers and copies of the Service Reviews for the directorate can be viewed on the J drive as follows:

J:\Public\Service Reviews.

All Service Managers within the Finance & Revenues directorate are to be congratulated and thanked for all their hard work and effort undertaken so far in this process.

## **Summary:**

The challenge process and interviews with the Service Managers commenced on the 17<sup>th</sup> March 2010 and was completed by the 24<sup>th</sup> March 2010 and a summary of that process for each service area is as follows:

### **Local Taxation**

The Service Review and challenge process did not result in any identified savings or potential efficiency savings. The service, whilst a very high performer, has not undergone a service redesign and would benefit from a review using techniques such as service re-engineering. We consider the review should commence on the 5<sup>th</sup> July 2010 and be completed by the 1<sup>st</sup> September 2010 and report presented to the Challenge Team. The Service Manager should thus consult with the Performance Team to arrange the review.

Revenue generation through prosecutions is significant at £236,000 but at the present time the standardised charged levied in court to re-coupe costs is set at £65. The Challenge Team consider that figure should be reviewed to a figure that would reflect the resource input required to pursue the prosecution.

In addition the Service Manager needs to undertake further work to identify how a 10% reduction in service cost can be achieved. We would request that the additional work is completed and submitted to the Challenge Team by 1<sup>st</sup> June 2010.

The Service Manager has previously been engaged in and embraced service re-engineering and should be encouraged to continue this journey.

### **Benefits/Contact Centre**

This service has undergone a review and service re-engineering is embedded and this has in the past generated significant savings. Whilst the Service Review did not identify any specific monetary savings it was clear through the challenge process that substantial savings could be made. It was clear that the service would benefit from a redesign review specifically in relation to Council Tax and Waste Management. We consider the review should commence on the 1<sup>st</sup> September 2010 and be completed by the 1<sup>st</sup> December 2010 and report presented to the

Challenge Team. The Service Manager should thus consult with the Performance Team to arrange the review.

Innovative practice was evident with visiting officers working from home but 3G phone connection difficulties were preventing efficient working and we recommend that this matter be further investigated with the IT Team.

The ability for telephone operators to work from home is to be investigated and we would recommend that further work on this idea is financed from the 'Invest To Save' budget with a report brought back to the Challenge Team by 1<sup>st</sup> September 2010.

The purchase of a software package CTI at a cost of £27,000 has been completed and will enable the phone to be linked directly into the CRM (Customer Relations Management system) and result in longer term efficiency savings and improved productivity and customer service. The Challenge Team request that this evidence be submitted on completion anticipated to be 31<sup>st</sup> July 2010.

Work has commenced on linking the CRM to the B-MAC system and this would result in improved linkage between benefits and council tax and avoid duplication, reduce officer time and reduce costs. An update on progress should be presented to the Challenge Team by the 31<sup>st</sup> July 2010.

In respect of creating an on-line benefits facility it was evident that there would be problems with customer access and issues of security and the Challenge Team accept that such a project should not be investigated further.

The potential of pooling visiting officer functions with compliance officers should be investigated further with an objective to reduce overpayments and improve the service and further work by the Service Manager should be undertaken and a report presented to the Challenge team by 1<sup>st</sup> September 2010.

The Service Manager needs to undertake further work to identify how a 10% reduction in service cost can be achieved. We would request that the additional work is completed and submitted to the Challenge Team by 1<sup>st</sup> September 2010.

Potential to grow the service and provide for other Local Authorities is a potential worth investigation and the Service Manager should undertake additional work on this matter and report back to the Challenge Group by the 4<sup>th</sup> October 2010.

### **Audit & Risk Management.**

Audit & Risk Management identify a direct monetary saving as part of the review. The reduction of outsourced audit days from 100 to 80 would result in a saving of £6,000 and should be implemented for the financial year 2010/11. However before this saving is offered up there should be a full risk assessment undertaken.

One member of the team is IIA accredited which will allow a reduction in outsourced audit days and is a good example of investing in staff that can reap rewards not only for the individual but also for the Council with a reduction in costs.

There are clearly opportunities to grow the service and provide a service for the external auditors on matters such as National Indicators and verification and to provide an audit service for other nearby local authorities. The opportunity to grow the service should be investigated as a priority by the Service Manager and outcomes presented to the Challenge Team by the 1<sup>st</sup> September 2010.

By the 1<sup>st</sup> June 2010 additional work should be completed on insurance excess V claims and outcomes presented to the Challenge Team.

In addition the Service Manager needs to undertake further work to identify how a 10% reduction in service cost can be achieved. We would request that the additional work is completed and submitted to the Challenge Team by 1<sup>st</sup> June 2010.

It is clear that Lean Systems Thinking is being followed and is embedded within the service.

Work on developing a combined claims unit for several neighbouring or nearby local authorities should be undertaken by the Service Manager and results presented to the Challenge Team by 4<sup>th</sup> October 2010.

## **Accountancy/Finance**

Savings have been delivered in the past with a potential further £76,000 of savings to be delivered as part of an on-going review. In terms of a service the Challenge Team consider that the service would benefit from a continuation of service redesign and the application of Lean Systems Thinking. As a priority the Service Manager should continue engagement with the Performance Team with a view to continuing the process to be completed by the 31<sup>st</sup> October 2010 and results presented to the Challenge Team.

As an area for growth the Service Manager should investigate the option to be a host authority for the CIVICA Service and report presented to the Challenge Team by the 1<sup>st</sup> September 2010.

Using the authority web based accounting system will reduce IT maintenance costs and the Service Manager should investigate this further and outcomes reported to the Challenge Team by the 4<sup>th</sup> October 2010.

Automatic prompts and a reduced back office paper system in relation to budgetary control to improve the service and reduce administration time should be investigated further by the Service Manager and results reported to the Challenge Team by the 31<sup>st</sup> October 2010.

In addition the Service Manager needs to undertake further work to identify how a 10% reduction in service cost can be achieved. We would request that the additional work is completed and submitted to the Challenge Team by 1<sup>st</sup> July 2010.

## **Conclusion:**

The Service Reviews demonstrate that all the services within the Finance & Revenues directorate are high performing, target driven and in some cases performance is exceptional. The Challenge Team consider that further improvements and savings can, however, be delivered with the completion of further detailed work as stated in this document.