

# Business Case

## D/R.6.999 LGSS Additional Ask

### Project Overview

Project Title	D/R.6.999 LGSS Additional Ask		
Project Code	TR001410	Business Planning Reference	D/R.6.999
Business Planning Brief Description	Additional LGSS saving target of £919k in 2019/20 £96k has been identified as an additional saving from ERP Gold and £823K from a reduction in service which is yet to be decided.		
Senior Responsible Officer	Justine Hartley		

### Project Approach

#### Background

##### Why do we need to undertake this project?

To maximise the savings achievable through the partnership with LGSS.

##### What would happen if we did not complete this project?

There would be an impact on the overall CCC savings target for both financial years: 2019/20 and 2020/21.

#### Approach

##### Aims / Objectives

To maximise the full potential savings from the shared service model.

##### Project Overview - What are we doing

Overall review of the service provided by LGSS to see where possible savings can be made, introduce efficiencies, streamline services or change processes in order to make those savings.

##### What assumptions have you made?

The assumption is that there are savings to be made and that the service provided by LGSS has not already provided maximum savings.

##### What constraints does the project face?

There are no identifiable boundaries at this stage.

### Delivery Options

#### Has an options and feasibility study been undertaken?

### Scope / Interdependencies

#### Scope

##### What is within scope?

All functions LGSS provide and any external contracts for services held by LGSS on our behalf.

##### What is outside of scope?

Any functions not related to LGSS and the services they provide to CCC.

## Project Dependencies

Title

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

Non Financial Benefits Summary

Title

## Risks

Title

## Project Impact

### Community Impact Assessment

Who will be affected by this proposal?

Internal services, systems and processes provided to CCC by LGSS.

What positive impacts are anticipated from this proposal?

Positive impacts from efficiencies in internal services are expected

What negative impacts are anticipated from this proposal?

No negative impacts are anticipated.

Are there other impacts which are more neutral?

No other neutral impacts are expected.

### Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

No disproportionate impacts on any protected characteristics are expected.

# Business Case

## C/R.7.101 - Council Tax: Increasing Contributions

### Project Overview

Project Title	C/R.7.101 - Council Tax: Increasing Contributions		
Project Code	TR001404	Business Planning Reference	C/R.7.101
Business Planning Brief Description	A project, working with District Councils, to increase Council Tax contributions and income.		
Senior Responsible Officer	Chris Malyon		

### Project Approach

#### Background

##### Why do we need to undertake this project?

We believe that this project could generate potential income for a small amount of investment for very little risk.

##### What would happen if we did not complete this project?

Additional funding from this source would be unlikely to come into the Local Authority.

#### Approach

##### Aims / Objectives

Aim: To drive up the Council tax intake in Cambridgeshire by our District Councils, which whilst collected by Districts is split 70/30 between County and Districts respectively in its allocation.

##### Objectives:

- To increase the number of people in Cambridgeshire who pay Council tax.
- To ensure that fewer Cambridgeshire residents are paying less Council tax than they should be.
- To make it easier for people who genuinely cannot pay their Council tax to be able to do so.

##### Project Overview - What are we doing

- Will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire.
- Based upon these discussions, working with Districts, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue.
- We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms.
- Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.

##### What assumptions have you made?

We assume that there continues to be a significant amount of residents who are not paying the Council Tax contributions that they should.

We assume that there is the potential for further activity to identify, target and seek funding from residents

who are not paying the correct amount of Council Tax.

We assume that we will be able to procure an organisation to conduct this activity to our satisfaction in the market.

#### What constraints does the project face?

Council Tax collection is a District Council function rather than a County Council function and so we would like to conduct this work in partnership with our Districts but this would depend upon their willingness to do this.

### Delivery Options

#### Has an options and feasibility study been undertaken?

We are considering what the best options for taking this forward are and have initiated discussions with the Districts. This may not be part of their current plans and so may take time for them to factor in any work in this area.

Previous work in this area has targeted residents fraudulently claiming Single Person's Discount. This was successful however the requirements for information from Districts meant it was eventually dropped. Given the high percentage of Council tax that comes back to the County Council we might want to offer resources to make this happen.

East Cambs and Fenland did some additional work on this in 17/18 and so a continuation of their work, potentially spreading it to other Districts might be a fruitful approach.

Salford Council have done work with Citizens Advice on more flexible terms for people in debt or poverty which might also be an approach we could support.

We could look at targeting non-payment in other areas but this could be more resource intensive.

### Scope / Interdependencies

#### Scope

##### What is within scope?

Residents either not paying their Council Tax or not paying the right levels of tax e.g. claiming discounts to which they are not entitled.

##### What is outside of scope?

Residents already paying their Council Tax at the correct rate.

### Project Dependencies

#### Title

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

#### Non Financial Benefits Summary

More efficient tax collection system.

#### Title

## Risks

### Title

Not enough non-payers

Ineffective measures to bring in income

District Councils do not engage

Insufficient/unpredictable amount of income generated

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

Cambridgeshire residents who currently do not pay the Council Tax contribution that they should.

#### What positive impacts are anticipated from this proposal?

Additional Council Tax contributions will come into Cambridgeshire local government's tax base to help fund local services.

Residents who are either intentionally or unintentionally paying the wrong Council Tax levels will be paying the amounts that they should be.

#### What negative impacts are anticipated from this proposal?

There may be residents who are not paying their Council tax contributions due to issues of debt and poverty. At a minimum, the activities proposed will not target these non-payers but we are also considering whether there is scope to offer flexible payment arrangements and additional support to these people to help them to make these payments in a way that does not increase their current levels of debt and poverty.

#### Are there other impacts which are more neutral?

No

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed

See above.

