

**Official - Sensitive**  
**Digital Economy Act 2017 - Formal Submission for**  
**Local Authority and HMRC Business Case v 1.1**

Name of Pilot	Data share between Walsall Council LA and HMRC to manage and reduce Council Tax debt
Is this information sharing arrangement for the purposes of managing/reducing debt, combating fraud or both?	Debt
Please confirm which public authority or service provider you represent and which Schedule your organisation is listed in for the purposes of the proposed data share.	Walsall Council, listed on Schedule 7, For District councils – Paragraph 11
Please confirm which other public authorities are party to the proposed information arrangement, and which Schedule(s) they are listed in.	HMRC, listed in Schedule 7, paragraph 8
Review Board Region	England and Non-Devolved
If your information sharing arrangement includes a service provider, please refer to paragraphs 42 and 43 of the Code of Practice	
Please confirm if this is a submission for an informal review or the fully completed submission for Ministerial consideration	Full Submission
<b>Please provide an outline of the information share. Note: you need not detail the counter fraud operations of partners</b>	
<p>This should include:</p> <ul style="list-style-type: none"> <li>● the objective of the information sharing agreement;</li> <li>● an overview of the activity under the arrangement and how the data will be used;</li> <li>● The period of duration for the arrangement, when the data share will be live and</li> <li>● how retention periods will be managed; and</li> <li>● an outline of what types of data will be shared and the data security arrangements to be put in place.</li> </ul>	
<p>At 31 March 2018, the total amount of council tax outstanding in England amounted to £3 billion (cumulative from the introduction of council tax in 1993).</p>	

**Digital Economy Act 2017 - Formal Submission for Local Authority and HMRC Business Case v 1.1**

For 2017/18, Local authorities in England collected £27.5 billion, with arrears of £818 million, approximately 3% uncollected.

This business case is specifically for Walsall LA and is part of a submission for a total of 28 other Local Authorities.

Walsall Council is a metropolitan authority based in West Midlands and has 116,125 council tax dwellings in its area. The 2015 English Indices of Deprivation dataset shows that:

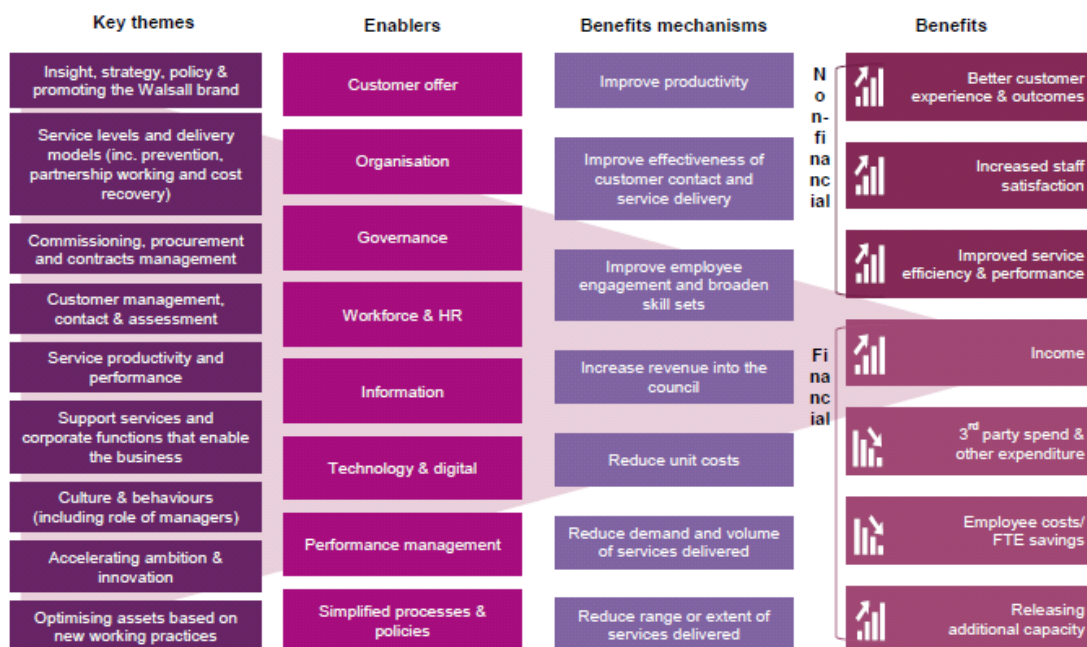
- Walsall was in the top (worst) 20 councils according to the ‘Index of Multiple Deprivation’
- Walsall was in the top (worst) 20 councils in relation to the proportion of the population living in income deprived households
- 20% of the Walsall LSOA’s are in the 10% most deprived areas and 46% are in the 20% most deprived areas

Walsall Council has a strategic objective to increase the revenue into the council, as noted in their Proud Programme

**Appendix 1**

**Walsall Proud Programme Approved Framework**

The following framework shows how the themes and enablers identified activate benefit mechanisms, to deliver certain benefits for the organisation. These mechanisms and the benefits delivered will sit across the council, and may not be attributable directly to any singular theme or enabler. It is the whole council approach across the breadth of these themes and enablers that will drive delivery of the benefits. These benefits will directly support the council’s priorities and increase sustainability in the face of future demand.



For 2017/18, Walsall issued approx. 139,000 bills to resident households demanding £123.5M council tax, with an average collection rate of 94.4% (national average is 97.1%), leaving a shortfall of Liability Order debt of £7M, before any recovery action.

**Official - Sensitive**

**Digital Economy Act 2017 - Formal Submission for  
Local Authority and HMRC Business Case v 1.1**

Walsall Council obtained 18,847 Liability Orders at the Magistrates Court, of which over 70% of these liability orders were eventually passed to Enforcement Agents and only 8% resulting in Attachment of Earnings (AoE) – a process where direct deductions are made from salary at a percentage set by Local Government Finance Act 1992 (LGFA 1992).

The Liability Order and eventual enforcement action adds significant costs to the customers debts. The issuance of a liability order adds

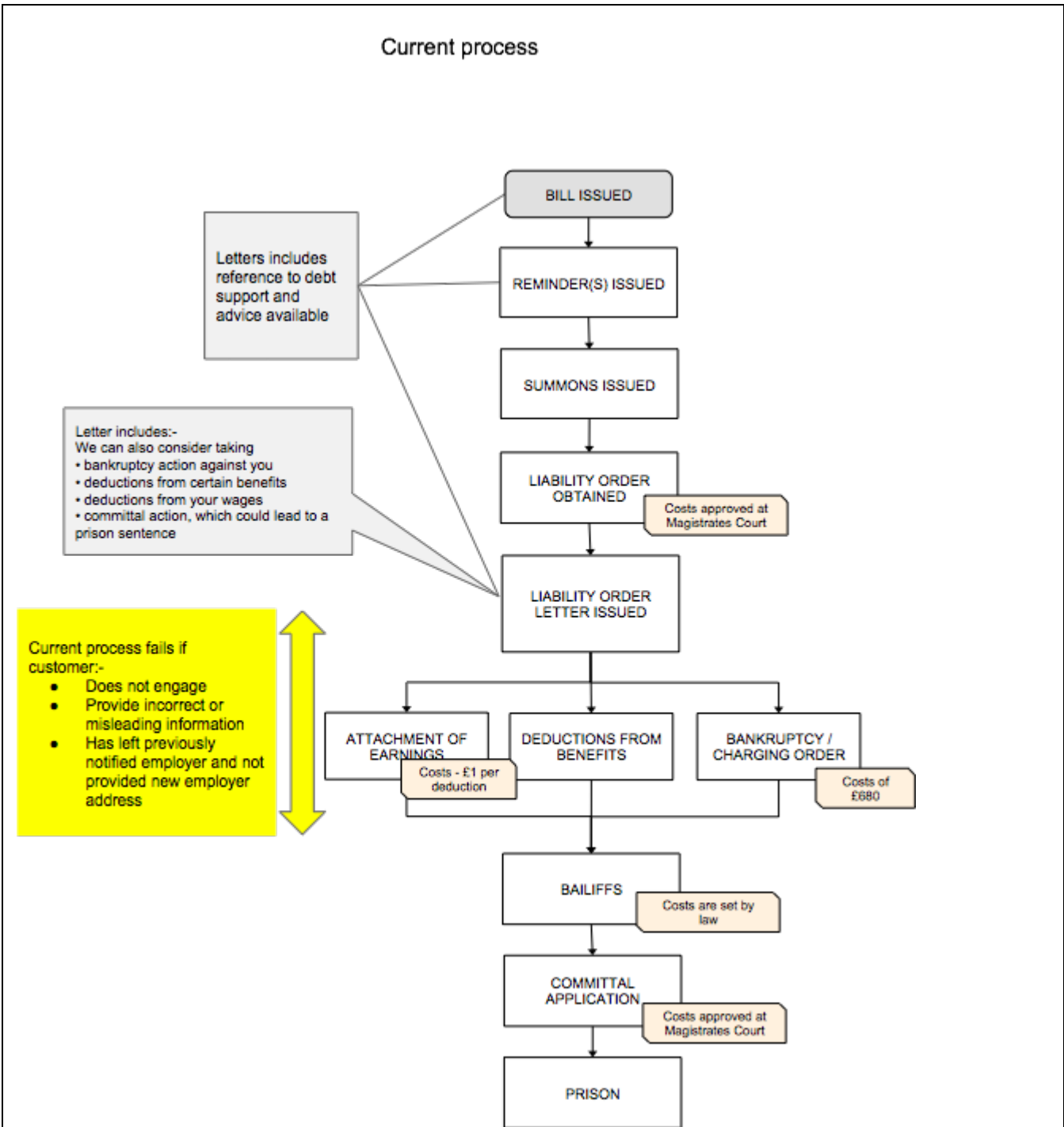
- Liability order adds approximately £69
- Enforcement Action normally adds either £75 or £310

Arrears that remain outstanding, following recovery action from previous financial years 2010 to 2016 are shown in the table below:-

<b>Year</b>	<b>Total number of Liability Orders issued</b>	<b>Value £</b>
2010	2,172	£831,558
2011	2,273	£891,370
2012	2,212	£907,114
2013	2,775	£1,189,091
2014	2,959	£1,359,739
2015	5,979	£2,261,286
2016	8,295	£3,093,364
<b>Arrears total</b>	<b>26,665</b>	<b>£10,533,525</b>

The current process for payment of Council Tax is shown below.

**Official - Sensitive**  
**Digital Economy Act 2017 - Formal Submission for**  
**Local Authority and HMRC Business Case v 1.1**



This process is dependent on customer engagement – by making prompt payments, responding to reminder letters, providing employer information, court summons etc.

When a customer is unresponsive to communications, the Local Authority will eventually issue a liability order. They will be informed at the summons stage and after granting of a liability order that the following recovery actions that may be taken:-

- Use of enforcement agents (bailiffs)
- Bankruptcy action
- Deductions from certain benefits

## Official - Sensitive

### Digital Economy Act 2017 - Formal Submission for Local Authority and HMRC Business Case v 1.1

- Deductions from wages
- Committal action, which could lead to a prison sentence

If customers continue to not respond and without any further information, the Local Authorities have little alternative but to refer the case to Enforcement Agents (Bailiffs), a significantly intrusive and costly process.

Walsall Council have identified that Her Majesty's Revenues and Customs (HMRC) PAYE, Self-Assessment and tax credit data as potentially useful and could support:-

- managing overall council tax arrears and further developing its recovery procedures, by analysing the data provided by HMRC to:-
  - identify customers whose circumstances make them vulnerable and providing appropriate support and appropriate recovery action, where they engage with the Local Authority;
  - for those in employment, recovering individual council tax debts by Attachment to Earnings Orders, where appropriate;
  - for those receiving benefits, recovering individual council tax debts by Attachment to benefits Orders, where appropriate;
  - for those are not identified as vulnerable, undertaking other recovery action, including the use of enforcement Agents and other legal avenues.
  - overall reducing use of Enforcement Agents and associated costs to customer

This is a significant change from the current process and allows the LA's to take positive action to recover the debt from those customers who are not engaging in the process and have already been informed of the action the LA may take.

A proposed process map is shown below:-



**Official - Sensitive**  
**Digital Economy Act 2017 - Formal Submission for**  
**Local Authority and HMRC Business Case v 1.1**

Local Authority criteria for the sample is:-

Category

- Debt from £125 to £500 (1200 cases)
- Debt from £500 to £1500 (1700 cases)
- Debt £1500 to £5000 (1000 cases)
- Debt above £5000 (100 cases)

Within these groupings there will be accounts that will also fall into the following categories:

- Multiple Liability Orders
- Closed accounts

The cases have been selected because they fall within one of the following categories

- Liability Order recently been obtained and no enforcement action taken
- Recently returned from the Enforcement Agents uncollected
- Previous subject to an arrangement but fallen behind with payments
- Ad-hoc - particular circumstances of case make it suitable for pilot

The sample will exclude debtors who are;

- in receipt of council tax support - full or partial;
- deceased;
- subject to committal and bankruptcy cases
- companies
- current Attachment of Earnings

A snapshot of the sample data will be taken before issue to HMRC for use for evaluation during and post action.

The data fields to be supplied to HMRC are selected according to the provisions of the Local Government Finance Act 1992. They are the minimum required to identify the customer, property and debt. They are:-

- Full name:-
  - Title;
  - First name;
  - Middle name or initials;
  - Surname.
- Current address and Post Code
- Forwarding address and dates;
- Date of commencement of Liability Order.
- Unique identifier

The returning HMRC data will consist of customer and financial income details including;

- Match successful - yes or no
  - If no, reason for non-match
  - If yes:-
- **Date of Birth**

## Official - Sensitive

### Digital Economy Act 2017 - Formal Submission for Local Authority and HMRC Business Case v 1.1

- PAYE data, including:-
  - Employer Name
  - Employer Address
  - Employment End Date
  - Employment Pay Frequency
  - Taxable Pay in Period
  - Payroll ID in this employment
  - Individual Address
  
- Self-Assessment data, including:-
  - Tax Year
  - SA Total Income
  - SA Correspondence Address
  
- Reason for non-match

HMRC have provided the customers Date of Birth in the returning data to support LA's in identification of the correct citizen.

Data will be securely transferred by encrypted e-mail from a secure email address, will be stored in a secure folder and deleted after the completion of the pilot and analysis.

HMRC will delete the file immediately after receipt of data has been confirmed by Walsall Council.

Persons at Walsall Council receiving and disclosing data are limited to debt analysts and debt recovery officers. All such users sign data disclosure agreements before system access is granted. All staff have had DPA and lately GDPR training.

Persons at HMRC receiving, analysing and disclosing data are limited to data analysts and processors, within the Centre for Data Exploitation, data management team. These staff have been security trained.

Persons at Walsall Council who will manage and recover the debt related to this pilot are limited to the enforcement team. All enforcement staff have been trained on enforcement law, in addition to DPA and GDPR training. All staff have had BPSS checks. Walsall Council uses external Enforcement Agents so they will not be included in this process.

The period of the duration will be for one year from receiving Ministerial approval to enable analysis of the success or otherwise of the data share. An initial report will be compiled and submitted to the Review Board via the DEA secretariat after the end of four months of operational activity, outlining progress against success criteria and any issues found.

Data will be retained in accordance with the council's data retention policy or as specified in the Code of Practice. Shared data will be kept separate and recognizable to enable deletion at end of pilot and will be password protected. Details of Walsall's privacy notice and retention policies can be found at [www.walsall.gov.uk/privacy\\_statement](http://www.walsall.gov.uk/privacy_statement)

The pilot data will be deleted one year after the pilot starts, except where the data is being used operationally and will be deleted once recovery action has been completed.



**Official - Sensitive**  
**Digital Economy Act 2017 - Formal Submission for**  
**Local Authority and HMRC Business Case v 1.1**

A provisional timetable is outlined below.

- March 19 - Ministerial approval
- March 19 - Data shared from LA to HMRC, HMRC conduct matching and return data to LA's
- April 19 - LA's begin analysis and operational activity on returned data
- August/September 19 - 1st evaluation report produced and submitted to the DEA Review Board
- April 20 - Pilot evaluation report produced

The data for AoE's processing will be held on the councils' existing document management and data processing systems, supplied by Northgate Public Service which has the following security standards accreditations:

- Cyber Essentials (secure against cyber hacking)
- ISO 27001 (Info Security Management)
- ISO 20000-1 (IT Service Management)
- ISO 22301 (Business Continuity Management)

(see <https://www.northgateps.com/certificates-and-registration/>)

This software is supplied by Northgate Public Service is accredited to ISO and accessible by only specified persons

The relevant extract from Walsall's contract with Northgate is as follows

1) Data Processing

1.1 : The Data Processor shall not Process Data outside the European Economic Area, as referred to in the Data Protection Legislation without the prior written consent of the Data Controller and if the Data Controller consents to a transfer, the Data Processor shall then comply with:

1.1.1 The obligations of a Data Controller, under the Eighth Principle set out in Schedule 1 of the DPA by providing an adequate level of protection to any Data that is transferred and;

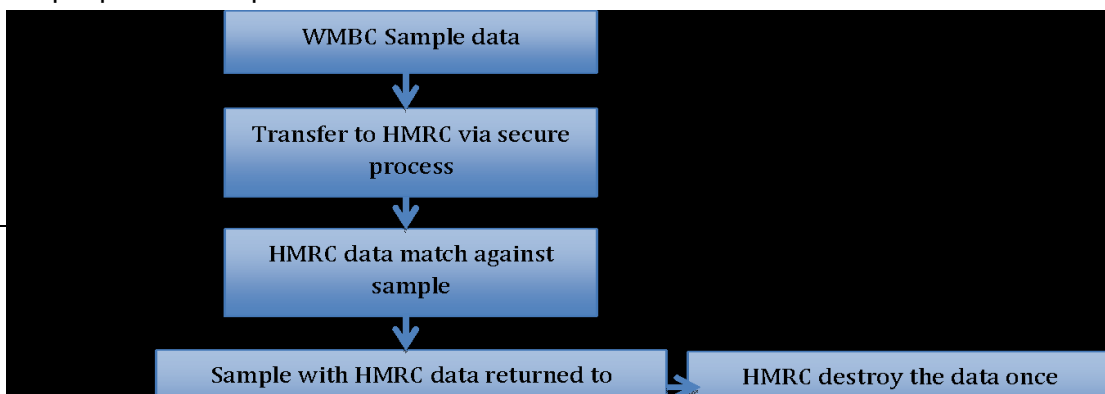
1.1.2 Any reasonable instructions which are notified to it by the Data Controller.

1.2 : The Data Processor shall allow the Data Controller to monitor the Data Processor's compliance, with its obligations in this Agreement in relation to the Data from time to time during the Term and in such manner, and to such extent as the Data Controller deems appropriate (acting reasonably).

1.3 : The Data Processor shall comply at all times with the DPA and shall not perform its obligation under this Agreement in such a way as to cause the Council to suffer any loss or damage.

Access to Walsall's data via Northgate is restricted to any employee of the Data Processor, or any volunteer who is deployed by the Data Processor in relation to the performance of this Agreement and the contract.

A simple process map is shown below.



**Please provide details of how the benefits of the information share will be measured.**

This should include:

- the potential benefits the information share could bring; and
- the success criteria for the data share and the methodology you will use to measure success

Potential benefits;

- Increase in Council Tax debt recovered
- Increase of in-year collection rate
- Increase in identification of vulnerable debtors can be signposted for assistance within or without the council, where they engage with the Local Authority;
- Increase in debt recovery due to knowledge of PAYE and self-assessment information
- Increase take up of reliable Attachment of Earnings
- Reduce failure rate of Attachment of Earnings
- Reduce need for using enforcement agents as a first port of call and increasing debt with fees.
- A fair approach to reducing debt with ability to pay over a regular period.
- Improve our effectiveness in debt recovery reduces pressure on budgets
- Those in regular employment will avoid expensive and stressful enforcement agent visits.
- Customers knowing that we have access to HMRC data will encourage earlier take up in contacting us and making arrangements to pay.
- Efficiency savings by reducing time/court hearings on committal or insolvency cases.
- Efficiency savings on not transferring cases to enforcement agents.
- Swifter repayment of debt to the council
- Identify individuals with a propensity to pay and take appropriate recovery action
- Reduce or mitigate problem debt

Success criteria and associated metrics:-

- Number of successful matches from HMRC
- Amount of debt recovered (£)
- Change in in-year collection rate
- Number of cases that were identified as vulnerable due to data from HMRC and referred to internal and external debt support, where they engage with the Local Authority

- Number of AoE Issued
- Number of Attachment of Earnings in payment (over £300 per month income)
- Number of no payment Attachment of Earnings, that the employer did not act upon (to be investigated)
- Decrease in the number of cases that go to enforcement agents
- Comparison of above with control group
- Number of cases where previously unknown income now allowed for effective customer engagement and payment commences
- Number of cases where previously unknown income now allowed for effective customer engagement and enforcement action is taken upon non-payment
- At the end of the pilot consider the impact of the action on individuals and problem debt.

**FOR DEBT INFORMATION SHARES**

Please include detail of how you have considered the Debt Fairness Principles.

The fairness statement summarises the steps we will take to ensure that the way we use the data sharing power is aligned with the fairness principles in section 3.4 of the Code.

Access to this data will allow a more segmented approach to the recovery of Council Tax. The data received will, where possible, form part of an assessment to differentiate between

- those who cannot pay their debts because of vulnerable circumstances or financial hardship;
- those who may be able to pay their debt with additional support
- those with the means to pay but have not paid

All participating Local Authorities will have and apply a policy which takes into account resident vulnerability and financial hardship. The policy includes taking reasonable steps to obtain a resident affordability assessment based on the Standard Financial Statement (SFS)- the industry recognised standard.

Those identified as being in vulnerable circumstances or facing hardship will be treated fairly and where appropriate will be referred to internal and/or external sources of support.

This pilot also aims to reduce the use of more intrusive methods of recovery, which should only be considered as a last resort, e.g use of enforcement agents, bankruptcy and committal to prison.

We will contact individuals informing them of our intention to serve the AoE's, but allow them a 14 day period to engage with the authority before the AoE is served on the employer. This contact will include information that aims to encourage people to alert us to any affordability issues. We will always attempt to conduct an affordability assessment before commencing an AOE.

Where taking such action exposes the debtor to vulnerability, hardship or the possible build up of further debt, we will look again at the Attachment of Earnings and decide if this is the best option at that time by considering varying, withdrawing the order or putting it on hold, as appropriate.

**Official - Sensitive**  
**Digital Economy Act 2017 - Formal Submission for**  
**Local Authority and HMRC Business Case v 1.1**

We will consider longer-term payment or other appropriate arrangements for those suffering hardship.

We will abide by our Council Tax debt recovery policies. These can be found at [www.walsall.gov.uk/what happens if i do not pay my council tax bill](http://www.walsall.gov.uk/what_happens_if_i_do_not_pay_my_council_tax_bill)

We have appended our Debt recovery and vulnerability / hardship policies to this business case.

**FOR ALL INFORMATION SHARES**

Please include a statement showing how you will comply with the Code of Practice.

I/we confirm that this business case and associated documents adheres/complies with the Digital Economy Act (2017) and Information Sharing Code of Practice.

This has been demonstrated by the process to complete the business case and associated documents, which include ethical considerations, data security and for debt pilots a statement of how the Fairness Principles have been applied.

**Please confirm that the following are in place:-**

Senior Leader approval (Senior Responsible Officer)	Yes
Funds are available	Yes
Resources (including staffing) are available	yes
Supplier contract amendments are in place (if applicable)	N/A

**Please add links or embed the following documents**

Debt recovery policy/ strategy	<a href="https://go.walsall.gov.uk/Portals/0/Uploads/Revenues/Walsall%20council%20recovery%20policy.pdf">https://go.walsall.gov.uk/Portals/0/Uploads/Revenues/Walsall%20council%20recovery%20policy.pdf</a>
Fairness/vulnerability policy/strategy	<a href="http://www.walsall.gov.uk/what_happens_if_i_do_not_pay_my_council_tax_bill">www.walsall.gov.uk/what happens if i do not pay my council tax bill</a>
Privacy Notice	<a href="http://www.walsall.gov.uk/privacy_statement">www.walsall.gov.uk/privacy_statement</a>

**Official - Sensitive**  
**Digital Economy Act 2017 - Formal Submission for**  
**Local Authority and HMRC Business Case v 1.1**

Persons Involved in Data Share (Lead organisation)	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Persons Involved in Data Share (Organisations disclosing data)	
[REDACTED]	[REDACTED]

Primary Point of Contact (person submitting the business case)	
Name	[REDACTED]
Contact number	[REDACTED]
E-mail address	[REDACTED]
Job title incl. department and organisation	[REDACTED] Walsall Council

Date of submission	24 January 2018
--------------------	-----------------