

Agenda



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Date: 28 September 2021
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An informal meeting of **5CP Joint Committee members** will be held on Wednesday, 6 October 2021 at 2 PM

This meeting is hosted by Vale of White Horse District Council. It will be held informally, as a virtual meeting. This will be broadcasted live here:
<https://www.youtube.com/c/southandvalecommitteemeetings>

Members of the Committee:

Cllr Neil Fawcett, Vale of White Horse District Council
Cllr Debby Hallett, Vale of White Horse District Council
Cllr Pieter-Paul Barker, South Oxfordshire District Council
Cllr Sue Cooper, South Oxfordshire District Council
Cllr Kenneth Crookes, Hart District Council
Cllr James Radley, Hart District Council
Cllr Lulu Bowerman, Havant Borough Council
Cllr Alex Rennie, Havant Borough Council
Cllr Ros Wyke, Mendip District Council
Cllr Liz Leyshon, Mendip District Council

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Patrick Arran
Head of Legal and Democratic
Vale of White Horse District Council

AGENDA

Open to the press and the public

1. **Opening announcements**

For committee members to receive opening announcements.

2. **Nomination of the chair**

For the current chair, Councillor Wyke, to nominate a chair for this meeting.

3. **Nomination of the vice chair**

For the nominated chair for this meeting to nominate a vice chair.

4. **Chair's announcements and urgent business**

To receive notification of any matters which the chair determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the chair.

5. **Apologies for absence**

To receive any apologies for absence and notification of substitute members.

6. **Declarations of interest**

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting.

7. **Notes of the last meeting** (Pages 5 - 7)

The notes of the informal meeting on 7 July 2021 are attached for committee members to note.

ITEMS FOR COMMITTEE MEMBERS TO NOTE:

8. **Capita performance report** (Pages 8 - 17)

For committee members to note the report. Capita representatives will be present to answer questions.

9. **Capita Presentations and Discussion**

Capita will present to committee members on the following:

- a. Contact Centre capacity
- b. Contact Centre Quality of Service
- c. Financial Accuracy of Housing Benefit Claims
- d. Questions from the Committee

10. Annual Plan Update (Pages 18 - 33)

Committee members to note the report. Capita representatives will be present to answer any questions.

11. Client team budget (Pages 34 - 38)

For committee members to note the report.

Notes

of an informal meeting of



Five Councils Partnership Corporate Services Joint Committee members

Wednesday 7 July 2021 at 2.00 pm

This was a virtual, informal meeting of committee members

View the recording here: <https://www.youtube.com/watch?v=722RBEuTkmw>

Attendance

Councillors:

Neil Fawcett, meeting chair, Vale of White Horse District Council
Debby Hallett, Vale of White Horse District Council
Pieter-Paul Barker, meeting vice chair, South Oxfordshire District Council
Sue Cooper, South Oxfordshire District Council
Ken Crookes, Hart District Council
Lulu Bowerman, Havant District Council
Ros Wyke, Mendip District Council
Liz Leyshon, Mendip District Council

Officers:

Andrew Down, Commercial Director, South and Vale District Councils
Matt Goodwin, 5CS Client Relationship Director and Senior Client Executive
Susan Harbour, Strategic Partnership Manager, South and Vale District Councils
Candida Mckelvey, Democratic Services, South and Vale District Councils

Notes

1. Opening announcements

The Lead Officer, Matt Goodwin, opened the meeting. He offered apologies for the absence of Claire Hughes, the outgoing Client Relationship Director. Claire is due to retire and this would have been her last meeting of this committee.

The reasons for holding an informal meeting were outlined to Committee Members. This followed advice from Monitoring Officers.

It was confirmed that the formal decision to elect the chair could not happen today, so the current chair was asked to nominate a chair for the duration of the meeting. Formal appointment of the Chair would then happen at the October meeting. The current Chair expressed a concern with the communication of this arrangement, which was noted.

Previously elected chair, Cllr Ros Wyke, thanked Claire for her work. Cllr Wyke noted the significant achievement of migrating services that had taken place.

2. Election of a Chair for this meeting

Cllr Wyke nominated Cllr Neil Fawcett, from the host authority, Vale of White Horse District Council, to chair this meeting.

3. Election of a vice chair for this meeting

The chair nominated Cllr Pieter-Paul Barker to be vice chair for the meeting.

4. Chair's announcements

Chair did not have any additional announcements to make.

5. Apologies for absence

Apologies received from Cllr Alex Rennie

6. Capita Performance Report: Nov 2020 to May 2021

The Lead officer opened the item with the headlines of the report, which was in the usual format.

The Lead officer then welcomed questions / queries from Committee Members:

- The ongoing poor performance against Revenues and Benefits PI 001 (Accuracy of Financial Assessments) was challenged. Officer explained that 10% of claims were checked. Most authorities sampled complex cases, creating challenges for Capita. They had previously sought inclusion of automated cases in the count, which was refused by SMB. Capita representatives will be present in October for further clarification and explanation.
- Concern was raised over the lack of resilience expected from the Capita services. Peaks and troughs should be looked at; it was expected that Capita should be able to plan ahead. The clear view was they had difficulty providing sufficient staff when most needed. This was particularly in relation to contact centre performance. Officer explained that under a commercial contract, the pricing model was based on achievement of economies for the supplier, which placed limits on flexibility, and the ability to up-scale. It was agreed this merited further discussion, which would be tabled at the October meeting. Capita would be invited to consider this matter.
- Concern raised about services affecting individuals, some vulnerable, and it was very important to get this right.
- Compliment given for the handling of land charges.
- The impact of issues with bin collections in Havant was noted. On that, the matter of issues with data on the Customer Relationship Management (CRM) system was raised. The Lead Officer indicated awareness of work to improve that for Havant but would brief further. The current system involved work arounds, but work with the Somerset Waste Partnership demonstrated the possibilities for alternative arrangements.
- A query was raised over the format of call answering performance. Seemed to indicate a high rate of abandoned calls. This was not so. Resolved that the performance dashboard would make clearer the full measure concerned.

- A further query was raised over customer satisfaction, which was high despite difficult circumstances. How representative is this? It was confirmed that the score is only for those who spoke to an agent; a measure in relation to the wider customer group is under consideration. Cllr Wyke noted a previous possibility for user of “Mystery Shopper”. Resolved that this would be explored further.
- On recent service exits, parameters for the heads of terms were referenced, which did not include consideration of Revenues and Benefits.

7. Review of Performance Measures

Lead officer opened this item, with reference to the briefing paper supplied. This outlined the key contact parameters relevant to any review of performance measures.

Questions and suggestions:

- A clear suggestion was made for introduction of a measure to assess the quality of service provided by the IT Helpdesk.
- A point was made regarding e-mail traffic and responses, and call handling, further to ensuring that Capita staff were adequately trained and briefed by Authorities.
- A question was asked on Customer Services PI 003. Officer confirmed that this referred to “out of hours” call handling performance. Table to be amended for clarity.
- The frequency of reporting on revenues and benefits was raised, as this was annual. Consideration of regular in year reporting is required.
- The matter of Capita’s performance against customer services PI 004 was revisited. This again spoke to the need for resilience and more accurate forecasting, as discussed in the previous item.

8. Date of the next meeting

The next meeting will be held on 6 October 2021 and the venue will be confirmed closer to the time.

Meeting closed at 3.10pm

5Cs Joint Committee



Report of the Client Relationship Director

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To: The Members of the 5Cs Joint Committee

DATE: 6 October 2021

Capita Performance Report, to August 2021

Recommendation(s)

- a) To note the performance reported against contract measures.
- b) To direct interventions or further investigations regarding performance, as considered necessary.

Purpose of Report

1. This report presents the summary of performance across all services within the Capita contract from the month of January 2021 to August 2021. Commentary focuses on the period June 2021 to August 2021.

Background

2. Performance of the Capita contract is monitored at least monthly through the performance measures set out in the contract; these measures are a range of Key Performance Indicators and Performance Indicators.
3. The purpose of this report is to provide Members of the Joint Committee with the current performance status of the contract. It also details the current status of rectification activity, and progress made against those rectification plans.
4. The report covers the period from the month of January 2021 to August 2021, with data supplied as per Appendix A. Some of the more variable Customer Services data is shown in graph form in Appendix B, to better illustrate trends. Definitions of performance indicators can be found in Appendix C.

5. The commentary below relates only to the exceptions and further details can be found in Appendix A and within each individual performance tile on the Socrata system.

SERVICE LEVEL COMMENTARY

LAND CHARGES

6. Land Charges met all its performance measures. This is in the context of impacts caused by the changing Government stance on Stamp Duty and new working styles under the pandemic.

CUSTOMER SERVICES

7. The performance picture for Customer Services remains complex. Failures under PI 002 have continued, due to an unprecedented increase in the number of calls related to waste collections for Havant Borough Council. The Authority have continued to press for a joint resolution to issues in this area and have made significant progress in matters such as communications. This is providing for a stronger customer experience which, certainly in July and August, has seen a reduction in call volumes from a significant peak in June 2021. This continues to be closely monitored and specific interventions in areas such as complaints resolution are being rolled out.
8. Linked to the above, a failure of KPI 004 was also triggered. This is a quarterly KPI covering % of customer satisfaction assessed through a Customer Services agent led question set. This performance was clearly linked to dissatisfaction relating to waste calls for Havant Borough Council. The expectation is that the picture will improve if there is a turnaround on Waste Calls. However, wider work on assessing customer satisfaction is underway with Capita.
9. On the Revenues and Benefits lines, covered under PI 004, there had been serial failures on monthly call handling performance during 2020, and early in 2021. Following implementation of an agreed Service Improvement Plan, there have been improvements over recent months, with the PI achieved between April and July 2021. In August, there was a PI failure realised, due to increases in call volumes arising from distinct post Covid-19 recovery actions requested by Authorities. These include re-instigation of Council Tax reminders and court action, where this had previously been paused.

IT

10. IT met all of its performance measures.

REVENUES & BENEFITS

11. Revenues & Benefits performance indicators are reported on annually, in May to June 2021. The report presented to an informal meeting of members of the Committee in July 2021 covered this position.

RECTIFICATION PLANS

12. As at the time of this report, the following rectification plans remain open:

Ref.	Area	Default	Update
RP1-2020	Finance and Exchequer	VAT Coding Errors	The rectification activity within this plan has been delivered. Closure of the plan has been paused pending HMRC feedback on issues for Havant and East Hampshire.
RP4-2020	Revenues and Benefits	Management of Committals / Summonses for South and Vale	Rectification activity within this plan has been delivered, with regards to ensuring processes operate correctly now. The implications of past issues remain under consideration.

13. One plan has been closed since the last meeting:

Ref.	Area	Default	Update
N/A	Finance and Exchequer	PI 004 Statement of Accounts	Superseded by return of Finance and Accountancy Service.

This had been kept open pending resolution of a request for compensation for additional audit fees incurred by Authorities. This has been resolved.

Climate and ecological impact implications

14. No specific impacts.

Financial Implications

15. There are no direct financial implications arising from this report.

Legal Implications

16. There are no direct legal implications arising from this report.

Risks

17. There are no material risks arising directly from this report.

Other Implications

18. There are no direct equalities implications arising from this report.

Conclusion

19. The following recommendations are tabled to the Committee:

- a) To note the performance reported against contract measures.

- b) To direct interventions or further investigations regarding performance, as considered necessary.

Background Papers

- None supplied.

Appendix A: Performance Information

CUSTOMER SERVICES KPIs/Pis

Monthly - KPI002 - % First Time Resolution - R&B								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	99.85%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	97.06%	100%	100%	100%	100%
Mendip	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%
Hart	100%	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI003 - % First Time Resolution - Non R&B								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	99.60%	99.66%	99.57%	99.83%	99.25%	99.46%	99.76%	99.43%
Mendip	100%	100%	100.00%	99.71%	100.00%	99.97%	99.96%	99.96%
Havant	99.37%	99.44%	99.19%	99.90%	98.52%	99.09%	99.60%	99.01%

Monthly - PI001 - % Email Responses on time								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	99.96%	99.79%	99.86%	99.85%	99.62%	99.90%	99.63%	99.79%
Mendip	100%	99.77%	99.86%	99.95%	99.43%	99.95%	99.29%	99.75%
Havant	99.92%	99.83%	99.85%	99.73%	99.85%	99.87%	99.87%	99.82%

Monthly - PI002 - % Calls Answered within 20 seconds								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	83.28%	78.36%	77.72%	64.90%	59.90%	34.56%	48.65%	55.52%
South Oxfordshire & Vale of White Horse	90.20%	90.24%	83.94%	91.70%	91.82%	92.12%	96.41%	90.96%
Mendip	94.88%	90.17%	85.99%	78.28%	67.89%	74.88%	76.31%	64.14%
Havant	75.15%	68.99%	70.01%	52.21%	45.74%	12.95%	26.59%	45.66%

Monthly - PI003 - % Calls Answered in 50 seconds - Out of Hours								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	81.98%	90.08%	91.85%	83.77%	87.94%	82.08%	81.41%	83.19%
South Oxfordshire	82.22%	93.94%	89.66%	81.48%	86.84%	80.68%	79.17%	85.14%
Vale of White Horse	92.50%	90.48%	89.36%	82.00%	82.61%	80.68%	82.14%	80.26%
Mendip	77.01%	86.96%	94.92%	88.00%	92.98%	85.94%	85.11%	84.09%

Monthly - PI004 - % Council Tax and Benefits Calls Answered within 20 seconds								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	58.72%	78.07%	56.08%	84.21%	86.11%	88.85%	81.82%	66.73%
South Oxfordshire	90.17%	75.78%	66.97%	88.33%	83.20%	91.88%	89.95%	64.86%
Vale of White Horse	48.68%	74.30%	64.36%	87.75%	82.46%	90.61%	89.53%	64.43%
Mendip	65.90%	79.21%	49.40%	84.14%	88.51%	84.22%	77.48%	73.00%
Hart	71.23%	80.07%	58.44%	76.89%	88.69%	88.53%	68.75%	62.96%
Havant	72.00%	83.28%	42.81%	79.77%	90.58%	90.17%	84.32%	66.67%

Quarterly - KPI004 - % Customer Satisfaction		
	Mar-21	Jun-21
Overall	96.24%	94.72%
South Oxfordshire	94.00%	96.30%
Vale of White Horse	95.83%	100%
Mendip	99.07%	86.00%
Havant	93.86%	96.10%
Hart	100%	97.01%

LAND CHARGES KPIs/Pis

Monthly - PI002 - % Local Land Registrations completed on time								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%
Mendip	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%
Hart	100%	100%	100%	100%	100%	100%	100%	100%

Monthly - PI003 - Complaint Volumes								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	0	0	0	0	0	0	0	0
South Oxfordshire	0	0	0	0	0	0	0	0
Vale of White Horse	0	0	0	0	0	0	0	0
Mendip	0	0	0	0	0	0	0	0
Havant	0	0	0	0	0	0	0	0
Hart	0	0	0	0	0	0	0	0

Quarterly - KPI001 - % Achievement of 5 Day Search target		
	March	June
Overall	63.00%	64.01%
South Oxfordshire	62.40%	63.35%
Vale of White Horse	62.70%	63.58%
Mendip	64.10%	64.91%
Havant	63.70%	64.64%
Hart	61.30%	63.45%

Quarterly - PI001 - % Achievement of 8 Day Search target		
	March	June
Overall	100%	100%
South Oxfordshire	100%	100%
Vale of White Horse	100%	100%
Mendip	100%	100%
Havant	100%	100%
Hart	100%	100%

IT KPIs/PIs

Monthly - KPI01 - % Internal Service Availability								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI02 - % External Service Availability								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI03 - % External Service Availability OOH								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%

Monthly - PI003 - % Achievement of P2 - P4 Incident Management Targets								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	95.95%	95.00%	96.00%	97.58%	97.00%	97.16%	96.50%	94.07%
South Oxfordshire	92.56%	95.00%	96.20%	97.14%	97.14%	97.66%	96.49%	94.36%
Vale of White Horse	92.56%	95.00%	96.20%	97.14%	97.14%	97.66%	96.49%	94.36%
East Hampshire	98.57%	94.05%	96.28%	98.00%	97.00%	96.49%	97.00%	93.66%
Havant	98.57%	94.05%	96.28%	98.00%	97.00%	96.49%	97.00%	93.66%

Monthly - PI004 - % Achievement of Service Requests to Target								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	98.66%	97.00%	97.00%	97.55%	97.50%	97.64%	97.50%	99.17%
South Oxfordshire	99.00%	97.00%	96.87%	97.72%	97.60%	97.69%	99.00%	100.00%
Vale of White Horse	99.00%	97.00%	96.87%	97.72%	97.60%	97.69%	99.00%	100.00%
East Hampshire	97.17%	96.00%	97.00%	97.14%	97.14%	97.59%	96.00%	98.52%
Havant	97.17%	96.00%	97.00%	97.14%	97.14%	97.59%	96.00%	98.52%

Monthly - PI001 - % Delivery of Patch Management to Target								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	97%	100%

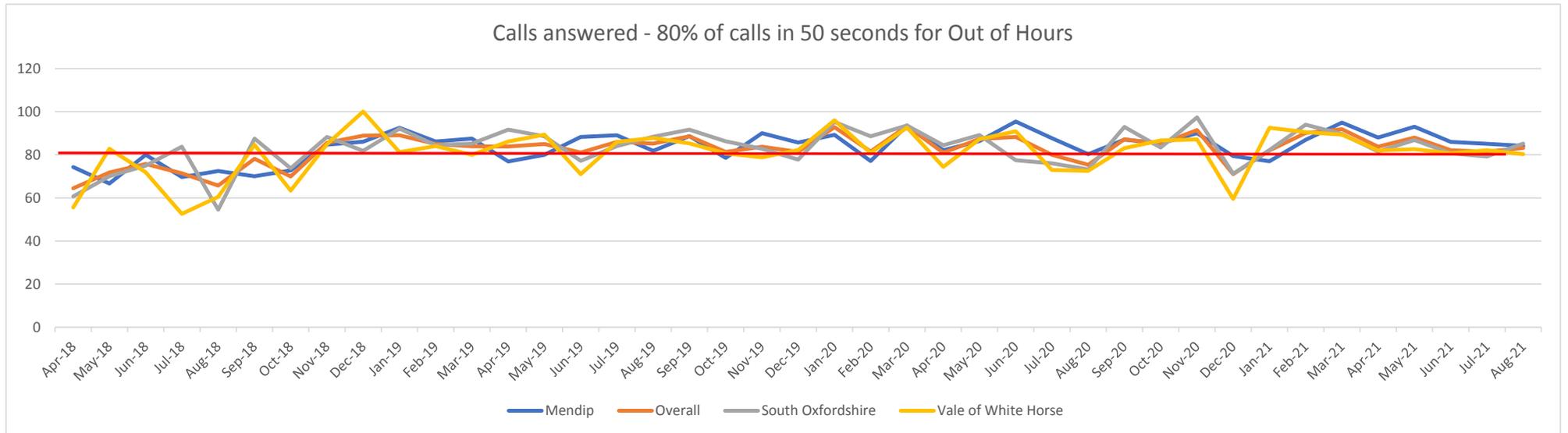
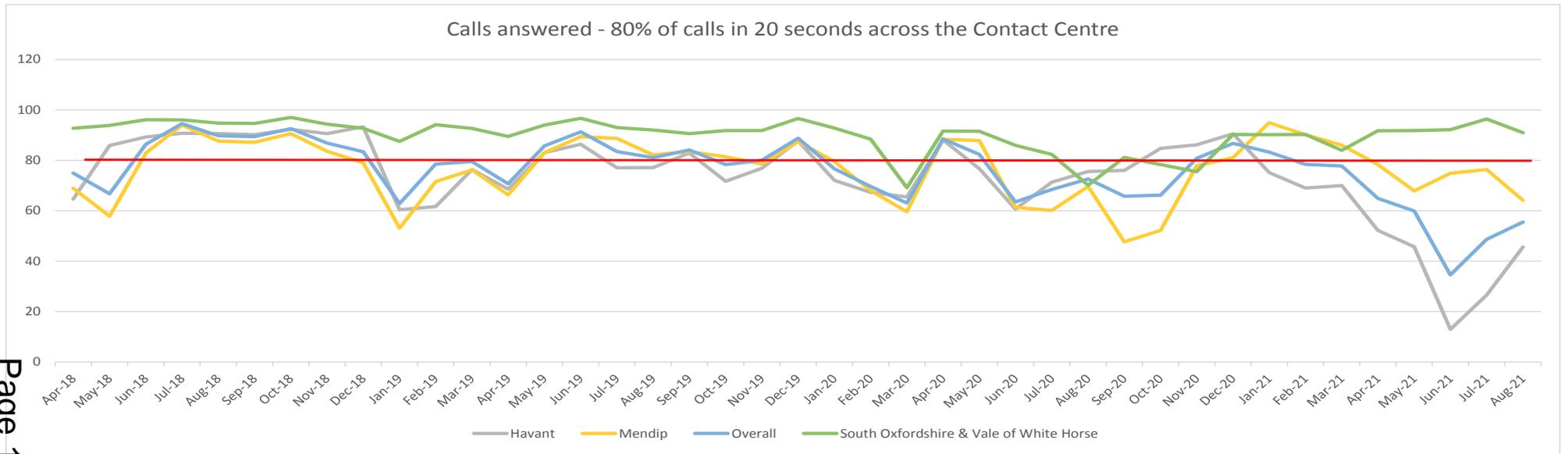
Monthly - KPI04 - % Management of P1 Incidents to Target								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	50%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%

Monthly - PI005 - % Delivery of Change Requests to Target								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%

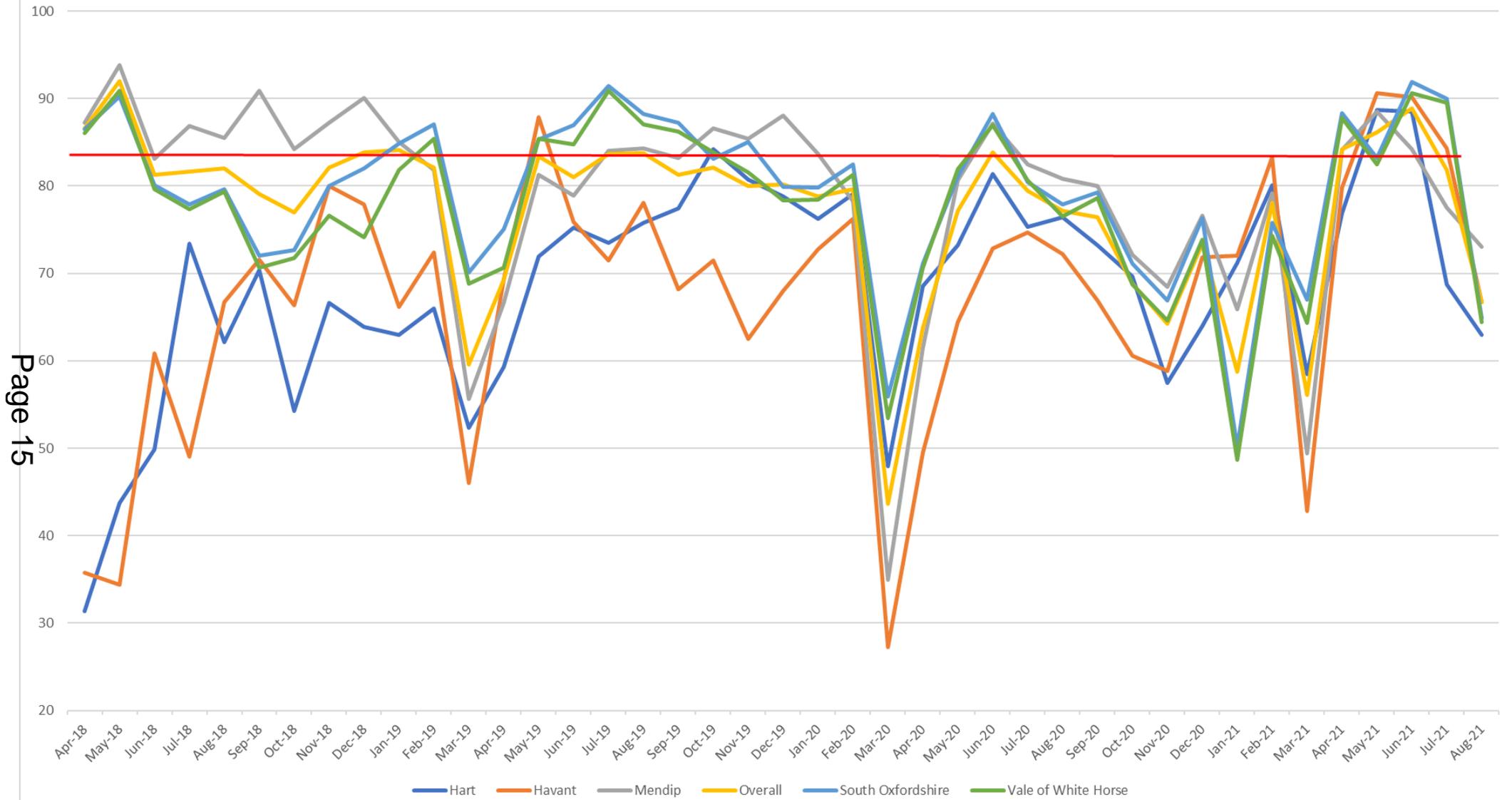
Monthly - PI006 - % Achievement of First Time Fixes to Time								
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Overall	97.87%	95.95%	68.32%	66.00%	61.00%	87.24%	95.15%	92.31%
South Oxfordshire	100.00%	96.58%	69.48%	62.36%	61.44%	89.40%	95.80%	90.85%
Vale of White Horse	100.00%	96.58%	69.48%	62.36%	61.44%	89.40%	95.80%	90.85%
East Hampshire	96.09%	95.25%	67.19%	70.00%	61.36%	85.71%	94.58%	93.36%
Havant	96.09%	95.25%	67.19%	70.00%	61.36%	85.71%	94.58%	93.36%

Appendix B – Trend Graphs for Customer Services Measures

Page 14



Calls answered - 80% of Council Tax and Benefits related calls answered in 60 seconds



Appendix C - Performance definitions

Customer Services	
KPI002	Maintain first time resolution – Revenues and Benefits Customer Contact above 80% through September 2025
KPI003	Maintain first time resolution – Contact Centre/Switchboard – above 95% through September 2025
KPI004	Maintain Customer satisfaction above 95% through September 2025
PI001	Maintain emails responded to by the close of the next working day above 95% through September 2025
PI002	Maintain % of calls answered in 20 seconds across the Contact Centre above 80% through September 2025
PI003	Maintain % of hour of hours calls answered in 50 seconds above 80% through September 2025
PI004	Maintain % of council tax and benefits related calls answered in 60 seconds above 80% through September 2025
PI005	Maintain % of visitors with appointments for in-scope services to be seen within 2 minutes at Customer Access points / Remote Offices above 80% through September 2025

Land Charges	
PI002	Maintain local land charges registrations completed within 24 hours of receipt above 99% through September 2025
PI003	Maintain complaints upheld relating to search below 0 complaints through September 2025
KPI001	Maintain % of all official and accepted requests for local authority searches returned within 5 working days of receipt above 50% through September 2025
PI001	Maintain % of all official and accepted requests for local authority searches returned within 8 working days of receipt above 99.5% through December 2025

Revenues and Benefits	
KPI001	Maintain average speed of processing for new benefits claims below 13 Days through September 2025
KPI002	Maintain average speed of processing for benefit changes on or below 6 Days through September 2025
PI001	Maintain financial accuracy of benefits assessments above 96 % through September 2025
PI002	Maintain council tax in year collection above targeted % through March 2021
PI004	Maintain council tax in year collection above targeted % through March 2021
PI 005	Maintain business rates in year collection above 99 % through September 2025
PI 007	Maintain housing subsidy claims accurately completed & submitted on a timely basis above 100 % through September 2025

Page 17

KPI01	Maintain availability of internal facing business critical services above 99.9% through September 2025
KPI02	Maintain availability of external facing business critical services for core hours above 99.9% through September 2025
KPI03	Maintain availability of external facing business critical services for non-core hours above 99% through September 2025
KPI04	Maintain incident management - P1 (severity 1 service incident) above 90% through September 2025
PI001	Maintain patch management above 90% through September 2025
PI003	Maintain incident management of severity 2 - severity 4 service incidents above 90% through September 2025
PI004	Maintain service requests above 90% through September 2025
PI005	Maintain change requests above 90% through September 2025
PI006	Maintain first time fixes above 60% through September 2025

5Cs Joint Committee



Report of the Client Relationship Director

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To: **Members of the 5Cs Joint Committee**

DATE: **6 October 2021**

2021/22 Annual Plan Review

Recommendation(s)

- a) Members of the Committee to note this report.

Purpose of Report

1. This report updates on annual service plans for 2021/22, relating to Capita services provided under the April 2016 Agreement. These plans were agreed in March 2021 and have been updated further to review at the end of Quarter 1 for this financial year.

Background

2. Accompanying this report are the latest versions of the annual service plans ("Attachment 1: "Annual Service Plans 2021_22, v6, Sept 2021"). These have been subject to update between August and Sept 2021.
3. It should be noted that these are "live" documents, which evolve over time. As such, several of the plans will carry forward and continue the narrative on activities which commenced in the last planning year.
4. The plan document remains unchanged in structure since initially rolled out in 2018. It has a tab which acts as a cover for the document, and details version and configuration control. There is then one tab for each of the current Capita services. Within each tab, key sections are as follows:
 - A unique reference.
 - A general description of the plan item.
 - Key delivery milestones, with due dates and lead parties.

- The driver for the item (which might be delivery of transitional elements, a requirement of the Schedule 4.1 Service Delivery Plan, a new improvement initiative or a legal necessity).
 - Councils affected (if not universal).
5. The plan also includes review elements for monitoring, which are populated ahead of regular reviews at Service Improvement Groups (SIGs) and Joint Tactical Board (JTB):
 - The delivery status (started, in progress, completed).
 - A “Red, Amber, Green” or “RAG” status to provide a general indication of whether on track or behind.
 6. The plan documents do not include all detail of these initiatives, as much information will be held in specific project or programme documentation, which it is not necessary to replicate.
 7. Reflecting the light touch nature of the plan documents, it is important to provide some context to initiatives planned. Considerably more context is available, and will have been tabled with JTB, SIG and Authority Service Leads. They can be provided to Committee on request. Appendix A provides a short narrative on each, for the purposes of this report.
 8. Once approved by JTB, SMB and Joint Committee, these plans are then made “live”. Formal review is via the SIG structures, with escalation or updates to higher boards as and where appropriate. Members of the Committee are asked to note this update.

Climate and ecological impact implications

9. No specific impacts.

Financial Implications

10. None of the stated Revenues and Benefits, and Customer Services, plans will incur additional costs. These are considered to be part of the continuous improvement required under the contract.
11. The transfer to HM Land Registry is not due for 1- 2 years, and so has not been fully scoped yet. New Burdens funding will be made available for this. This work will be managed as a formal contract change.
12. The picture for IT varies. Any changes triggered by Authorities will be managed and costed under the Change Control process. These means costs will be subject to JTB and Section 151 review.

Legal Implications

13. There are no direct legal implications arising from this report.

Risks

14. There are no material risks arising directly from this report.

Other Implications

15. There are no direct equalities implications arising from this report.

Conclusion

16. The following recommendations are tabled to the members of the Committee:

- a) To note this report

Background Papers

- Attachment 1: "Annual Service Plans 2021_22, v6, Sept 2021."

Appendix A – Key Service Plan Initiatives

Key initiatives include:

For Customer Services:

Resolvls: This programme was focused on the contact centre provision for the Revenues and Benefits lines. Based on an Amazon Cloud platform, it is looking to deploy changes and innovations in regard to the Interactive Voice Response solutions (IVR), web chat solutions, and automated back-office processes. The objective is to provide quicker and easier online or mobile telephony-based channels for customers, to reduce telephone contacts, linked to automated processing of routine transactions. This programme is not likely to be deployed in 5Cs – decision pending. Innovations related to it may be rolled out under continuous improvement.

Customer Journey Improvements and Contact Reduction Initiatives: the contract with Capita is predicated on reducing customer contacts, and continuously improving the offer. In support of that, Capita have completed extensive analysis of customer journeys for non-Revenues and Benefits customer service lines and are working with Authorities to deploy a series of small-scale improvements in this area.

For Revenues and Benefits:

Telsolutions: This is a long-standing initiative based around use pro-active e-mail and SMS messaging to customers, in areas such as chasing outstanding Council Tax payments, or promoting use of Direct Debits or e-billing.

Council Tax Collection Plans: these are bespoke plans discussed and agreed with Authorities which outline a series of actions to promote improved Council Tax takes.

Online Evidence Upload: This is an existent programme which provides customers with an increased facility to upload evidence for Housing Benefit and Council Tax support claims.

Universal Credit (UC) Automation: This is an internal efficiency for Capita, regarding the processing of UC notifications from the DWP.

For Land Charges:

Devolvement of LLC functions to HM Land Registry: In 2015, HM Land Registry was given the authority to create a single, national, digital register of Local Land Charges (LLC) across England and Wales. For 5C's, this will commence in 2023 with South and Vale, with the balance of Authorities following the year after. It has been indicated that this is not all the Land Charges functions, only the LLC1 element.

For IT:

Delivery of new Hart Service Delivery Model – once CCRF298 is agreed the new operational model to be implemented.

Delivery of new Hart Service Delivery Model – once CCRF335 is agreed the new operational model to be implemented.

Redhill Data Centre Migration – completion of transfer of all existing required services currently hosted in Redhill Data Centre (Surrey County Council) to new platforms as appropriate. Once completed decommissioning of all infrastructure

Stakeholder Plans - develop a stakeholder map and a supporting stakeholder engagement plan, which shall describe the level and means of interaction with all relevant stakeholders for the IT Service.

Obligation Matrix Review – completion of review of all remaining outstanding contractual liabilities that were identified as part of the Obligations Matrix. Currently approximately 95% complete. Remaining items to be moved to be reviewed at other for a (IT Operations Board, IT Strategy Board, Security Working Group) as appropriate and Obligations Matrix to be formally closed.

Completion of transition to CMW (Capita Managed Workstation – PC or Laptop) – Mendip complete and HEH close to completion. Once all service reliance on CVW (Capita Virtual Workstation – Thin Client) environment has been resolved (i.e. sign-off of remaining CVW application packages and old version of Iken delivered using Terminal Services), the CVW infrastructure can be decommissioned.

Nuvm to Azure – Transition of all infrastructure recently (Nov 2020) relocated to Capita Nuvm platform, to Microsoft Azure Cloud hosting. This is provisionally scheduled for late June 2021. Awaiting a formal proposal from Capita.

Server W2008 Upgrades – There are currently 22 servers on the 5C estate (16 HEH and 6 S&V) still running on W2008 Operating Systems. This went out of support in January 2020, but extended support has been purchased from Microsoft. It has been agreed that these servers will be upgraded prior to the move to Azure. Awaiting a formal proposal from Capita.

Business Continuity – Annual Review required of all council plans to align as appropriate with Capita plans.

Disaster Recovery – tests scheduled for late March but may need to be rescheduled for April/May. Also, need to agree approach to DR once applications and services are hosted in Azure.

IT Strategy Roadmap - Develop joint IT strategy. Application Roadmap to be reviewed. Session to be set up with Capita Technical/Solutions Architects and IT Leads.

Storage Policy Review – this has been completed but awaiting implementation of new storage allocations. Storage allocation has been 'rightsized' as previously there was significant over-allocation. New sizing saves 5C money and allows for growth for next 2 years.

Small Works Process – need to review if there is value in renewing quote for ringfenced Capita resource such as TDA (Technical Design Authority) and Network Engineer. PM previously produced a Guidance Note to JTV detailing options. This could be remodelled. Service catalogue option now discounted.

CMDB (Configuration Management Database) – Capita have agreed to do a full review of the Atrium CMDB with Paul Merrick, as Paul has questioned the accuracy of the data therein.

Communications Plans – to be reviewed and reworked as appropriate

Risk Management – council specific risk review sessions every 6-8 weeks and high level 5C Risk register also being maintained.

Microsoft 365 Separation – This work is still in the planning phase and looks at splitting the various council tenancies within Microsoft systems. This will attract a significant cost but may be critical to the Councils' strategic plans.

MDM (Mobile Device Management solution – Microsoft InTune) – proposal received from Capita is now being reworked to include all councils other than Hart. The implementation will be aligned to the M365 Separation.

MFA (Multi Factor Authentication) – Proposal received from Capita and awaiting approval from all the councils (other than Hart).

Annual Plan

2021/22

Corporate Services Contract

5 Councils

Version Control

Version	Changes	Agreed By	Date of Review
1	Initial drafts to JTB	JTB	25-Feb-21
2	Draft to SMB	SMB	11-Mar-21
3	Pre-submission, ahead of Joint Committee - changes arising - addition of Customer Services "NOS" review and quality measures	N/A	21-Mar-21
4	Submission to Joint Committee	N/A	31-Mar-21
5	Updates for the Q1, 21/22 Plan Review (exc. IT)		19-Aug-21
6	Updated for IT & SIG review, 8 Sept & 13 Sept	N/A	15-Sep-21

Configuration Control

Plan for	Date of Last Update	Last Update by:	SIG Review Date	Version Agreed Under
Revenues and Benefits	13-Sep-21	Daniel Robson, Contract Director	15-Sep-21	
Customer Services	14-Sep-21	Gareth Stemp, Head of Customer Services	TBC	
Land Charges	12-Aug-21	Chris James, Contract Director, Capita	18-Aug-21	
IT	08-Sep-21	Parul Patel, Head of IT, Capita	08-Sep-21	

Annual Plan for:	Revenues and Benefits 2021/22
Last Update (Date and Who by)	13th September 2021 - Danny Robson
JTB Review Date	Tabled 23/09/2021
Agreed Date and Who By:	

Sections: Part 1 - Outstanding Transition Items
Part 2 - Annual Plan Items
Part 3 - Forward Look

Part 1 - Outstanding Transition Actions

Ref	Description	Milestones	Due Dates	Lead	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
M RB8	Attainment of TOM	Standardised client function	31-Oct-19	Client Team	Hart, Havant, Mendip, South, Vale	Paused	R	Hart DC and Havant now under one team lead; workshops / and business meetings have been considering areas of common practice, and differences. Is unlikely to be achieved in the form Capita require, as compromises will be needed to account for local determination.
		Agreed trajectory for targets, where contract not currently met	30-Nov-19	Capita & Client Team		Complete	G	Draft trajectories have been provided by Capita and reviewed by Client specifically around Council Tax collection targets for 2021/22. Presented at last JTB.
		Standardised processes	As per agreed programme	Capita & Client Team		Started	A	Harmonisation meeting held 18/12/19 - all areas of non-standardisation were documented in advance. Very positive meeting - all 5C were represented. Consolidated matrix of agreements and differences circulated 23/12/19. 04/06/20 - business meeting held to re-table following Covid-19 related issues. All agreed need to finalise approach in a few areas - meetings to be arranged. 13/11/20 - final version of the matrix has been reached. There are still areas of non-harmonisation so Capita are currently working through any areas of potential material effect. 22/02/21 - one area of material non-harmonisation - Havant history sheet - meeting planned for 25/02 to discuss the way forward Also need to agree accuracy calculation - had agreed to keep that separate to the harmonisation workshops etc. 16/04/21 - meeting held 25/03 regarding the history sheet - information since provided to Matt G re the two options - history sheet process vs Academy notes. 14/06/2021 - Meeting to be held between Danny Robson and Robert Downing to discuss evidencing of history sheet 01/07/2021 - Joint testing completed on timing difference. This is now with Danny Robson for proposal following results to conclude July / Aug 2021. 16/08/2021 - The timing difference is now measured. Work to be concluded by Danny Robson on a conclusion in August. 13/09/2021 - Major work completed this month to standardise processes - measuring all processes the same. This also addresses the History sheet difference in Havant. Full presentation of how we suggest we move forward with TOM to be delivered in September.
		TOM Signed Off	30-Nov-19	Capita & Client Team		Started	A	13/09/2021 - Expected in September.

Part 2 - Annual Plan Items

Ref	Description	Milestones	Due Dates	Lead	Councils Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
RB1	TelSolutions - enhanced functionality Pre summons	Sign-off of Messages	30/04/21	Capita / Authorities / Client	Hart, Havant, Mendip, South, Vale	Started	A	Andrew and Tom to re-issue pre-agreed wording to all authorities in September. Any adjustments to be put forward.
		Testing	31/05/21	Capita		Started	A	A secondary test is now required. This is due to a new platform being used by Tel-Solutions.
		Communications	TBC (Covid)	Capita / Authorities		Started	A	Subject to agreement of messaging in point one.
		Go-live	TBC (Covid)	Capita / Client		Not started	A	Aiming for October.
RB2	TelSolutions - enhanced functionality Pre enforcement agent	Sign-off of Messages	30/04/21	Capita / Authorities / Client	Hart, Havant, Mendip, South, Vale	Started	A	Andrew and Tom to re-issue pre-agreed wording to all authorities in September. Any adjustments to be put forward.
		Testing	31/05/21	Capita		Started	A	A secondary test is now required. This is due to a new platform being used by Tel-Solutions.
		Communications	TBC (Covid)	Capita / Authorities		Started	A	Subject to agreement of messaging in point one.
		Go-live	TBC (Covid)	Capita / Client		Not started	A	Aiming for October.
RB3	TelSolutions - enhanced functionality Arrangement reminders	Sign-off of Messages	30/04/21	Capita / Authorities / Client	Hart, Havant, Mendip, South, Vale	Started	A	Andrew and Tom to re-issue pre-agreed wording to all authorities in September. Any adjustments to be put forward.
		Testing	31/05/21	Capita		Started	A	A secondary test is now required. This is due to a new platform being used by Tel-Solutions.
		Communications	TBC (Covid)	Capita / Authorities		Started	A	Subject to agreement of messaging in point one.
		Go-live	TBC (Covid)	Capita / Client		Not started	A	Aiming for October.
RB4	TelSolutions - enhanced functionality Closed accounts	Sign-off of Messages	30/04/21	Capita / Authorities / Client	Hart, Havant, Mendip, South, Vale	Started	A	Andrew and Tom to re-issue pre-agreed wording to all authorities in September. Any adjustments to be put forward.
		Testing	31/05/21	Capita		Started	A	A secondary test is now required. This is due to a new platform being used by Tel-Solutions.
		Communications	TBC (Covid)	Capita / Authorities		Started	A	Subject to agreement of messaging in point one.
		Go-live	TBC (Covid)	Capita / Client		Not started	A	Aiming for October.

RB7	Quality Action Plan	Set up quality circle	30/04/21	Capita / Client	Hart, Havant, Mendip, South, Vale	Not started	A	In flight - additional actions need to be added and will be led by Tom Alderman moving forward. Full quality plan to be designed for October SIG.
		Identify service gaps & priority issues	14/05/21	Capita / Client		Not started	A	
		Compile Plan	31/05/21	Capita / Client		Not started	A	
		Complete Plan	ongoing review	Capita / Client		Not started	A	
RB8	Council Tax Collection Rates	Produce collections estimates for 2021/22 (post covid year expectancy)	30/06/21	Capita	Hart, Havant, Mendip, South, Vale	Complete	G	This is complete in as far as the work has been presented to authorities and subsequently to MG for review with Jo Leith.
		Agree parameters for EOY collection rate calculation	31/05/21	Capita / Client		Complete	Complete	Moved to individual items below as above
		Targeted DD campaigns	TBC (Covid)	Capita / Client		Complete	G	Mendip and Hart campaigns ready to go and agreed. Builds now also complete for Havant, Vale & South which needs Capita checks before approaching the authorities for sign-off
RB9	Reopen NNDR phone lines	Routing through Coventry business centre	TBC	Capita / Client	Hart, Havant, Mendip, South, Vale	Complete	Complete	Alternative option used
		Agree IVR scripts & initial opening hours	TBC	Capita / Client		Complete	Complete	
		Re-route current phone lines to Coventry IVR	TBC	Capita / Client		Complete	Complete	Alternative option used
		Open phone lines with shortened hours initially to enable return of O/S work to BAU	TBC	Client		Complete	Complete	Alternative technology used as routing through Coventry was more problematical
		Return to normal opening hours (if deemed appropriate)	TBC	Capita / Client		Not started	G	Latest wave of business rates grants has delayed this. New restart date TBC.
RB10	On-line evidence upload	Demo for Clients	05/06/20	Capita	Hart, Havant, Mendip, South, Vale	Complete	Complete	
		Meet with Clients to walk through project	TBC	Capita / Client		Complete	Complete	
		Implementation in Test systems	TBC	Capita / Client		Complete	Complete	
		Obtain Client sign-off	TBC	Client		Complete	Complete	
		Go live	TBC	Capita / Client		Started	Complete	All sites now live.
RB15	UC Automation	Demo for Clients	12/08/20	Capita	Hart, Havant, Mendip, South, Vale	Complete	G	Presentation to Clients on 12/08/20
		Agree parameters	TBC	Capita / Client		Started	G	Internal testing is underway.
		Implementation in Test systems	TBC	Capita / Client		Started	G	Testing complete for MDC and signed off by Steve Shrimplin and will be live Monday 19/07. Hart Testing complete awaiting sign-off. Havant testing proving problematic due to CTS scheme so may not get full automation. South & Vale in test.
		Obtain Client sign-off	TBC	Client		Started	G	Mendip signed off, Hart awaiting sign off. Others in test.
RB16	Havant collection plan See RB8 above	Go live	TBC	Capita / Client	Havant	Not started	G	MDC go live 19th July 2021.
		Feedback to Client inc JTB rep	10/08/20	Capita		Complete	Complete	Met with Brian Wood & Susan Parker
		Action plan agreed	10/08/20	Capita / Client		Complete	Complete	Agreed action plan
		Direct Debit targeting and additional campaigns	30/04/21	Capita		Not started	G	Tel solutions now built - suggested wording being created for client approval
		Stage profiling (influencing customer behaviour change). A more "personalised" recovery campaign.	31/05/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Stage profiling (influencing customer behaviour change). Outbound selective customer calling campaign.	30/06/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Further recovery stage Telsolutions use – initially 4 new stage runs	31/05/21	Capita		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Telsolutions Billing nudges (targeting Q.4 new debt)	31/05/21	Capita		Not started	G	Need to do voice recordings etc but difficult due to Covid restrictions.
		Enforcement Agents prioritising in-year debt (where possible)	30/04/21	Capita		Not started	G	Will commence once EA activity recommences.
		Portal uptake campaign – customers being able to keep much closer track on their account	31/05/21	Capita		Started	G	e-billing campaign included advertising the Portal - complete.
		More extreme forms of recovery for persistent nonpayers (multiple debt cases) - should the council not want to pursue such action then a certain allowance/tolerance should be reflected in the collection target.	31/05/21	Capita/Client		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Regulation 36 action – effective way to maximise employment details to set up Attachment from earnings	31/05/21	Capita/Client		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
RB17	Mendip collection plan See RB8 above	Go live	TBC	Capita / Client	Havant	Not started	G	MDC go live 19th July 2021.
		Feedback to Client inc JTB rep	10/08/20	Capita		Complete	Complete	Met with Steve Shrimplin
		Action plan agreed	10/08/20	Capita / Client		Complete	Complete	Agreed action plan
		Direct Debit targeting and additional campaigns	30/04/21	Capita		Not started	G	Tel solutions now built - suggested wording agreed - next step to run the extract and send to Tel Solutions
		Stage profiling (influencing customer behaviour change). A more "personalised" recovery campaign.	31/05/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Stage profiling (influencing customer behaviour change). Outbound selective customer calling campaign.	30/06/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Further recovery stage Telsolutions use – initially 4 new stage runs	31/05/21	Capita		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Telsolutions Billing nudges (targeting Q.4 new debt)	31/05/21	Capita		Not started	G	Need to do voice recordings etc but difficult due to Covid restrictions.
		Enforcement Agents prioritising in-year debt (where possible)	30/04/21	Capita		Not started	G	Will commence once EA activity recommences.
		Portal uptake campaign – customers being able to keep much closer track on their account	31/05/21	Capita		Started	G	e-billing campaign included advertising the Portal - complete.
		More extreme forms of recovery for persistent nonpayers (multiple debt cases) - should the council not want to pursue such action then a certain allowance/tolerance should be reflected in the collection target.	31/05/21	Capita/Client		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Regulation 36 action – effective way to maximise employment details to set up Attachment from earnings	31/05/21	Capita/Client		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year

RB18	South & Vale collection plan See RB8 above	Feedback to Client inc JTB rep	10/08/20	Capita	South & Vale	Complete	Complete	Met with Paul Howden & Simon Hewings
		Action plan agreed	10/08/20	Capita / Client		Complete	Complete	Agreed action plan
		Direct Debit targeting and additional campaigns	30/04/21	Capita		Not started	G	Tel solutions now built - suggested wording being created for client approval
		Stage profiling (influencing customer behaviour change). A more "personalised" recovery campaign.	31/05/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Stage profiling (influencing customer behaviour change). Outbound selective customer calling campaign.	30/06/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Further recovery stage Telsolutions use – initially 4 new stage runs	31/05/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Telsolutions Billing nudges (targeting Q.4 new debt)	31/05/21	Capita		Started	G	Testing complete - awaiting post Covid go ahead
		Enforcement Agents prioritising in-year debt (where possible)	30/04/21	Capita		Not started	G	Will commence once EA activity recommences.
		Portal uptake campaign – customers being able to keep much closer track on their account	31/05/21	Capita		Started	G	e-billing campaign included advertising the Portal - complete.
		New build impact - due to the significant increase in volumes, a tolerance/allowance should be factored into any year-end internal council collection target, especially as the current growth is now considerably higher than historic averages	31/05/21			Not started	G	Tolerance built in to new collection estimates and RAG
RB19	Hart collection plan See RB8 above	Feedback to Client inc JTB rep	10/08/20	Capita	Havant	Complete	Complete	Met with Sally Lane & Emma Foy 15/03/21
		Action plan agreed	10/08/20	Capita / Client		Complete	Complete	Agreed action plan
		Direct Debit targeting and additional campaigns	30/04/21	Capita		Not started	G	Tel solutions now built - suggested wording agreed - next step to run the extract and send to Tel Solutions
		Stage profiling (influencing customer behaviour change). A more "personalised" recovery campaign.	31/05/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Stage profiling (influencing customer behaviour change). Outbound selective customer calling campaign.	30/06/21	Capita		Started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Further recovery stage Telsolutions use – initially 4 new stage runs	31/05/21	Capita		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
		Telsolutions Billing nudges (targeting Q.4 new debt)	31/05/21	Capita		Not started	G	Need to do voice recordings etc but difficult due to Covid restrictions.
		Enforcement Agents prioritising in-year debt (where possible)	30/04/21	Capita		Not started	G	Will commence once EA activity recommences.
		Portal uptake campaign – customers being able to keep much closer track on their account	31/05/21	Capita		Not started	G	e-billing campaign to be arranged.
		More extreme forms of recovery for persistent nonpayers (multiple debt cases) - should the council not want to pursue such action then a certain allowance/tolerance should be reflected in the collection target.	31/05/21	Capita/Client		Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year
Regulation 36 action – effective way to maximise employment details to set up Attachment from earnings	31/05/21	Capita/Client	Not started	G	Collection estimates and RAG report now live - this will be picked up at a relevant point in the year			

Ref	Description	Milestones	Due Dates	Lead	Councils Impacted
RB11	Review of Outstanding SDP developments		Annually, by the end of Quarter 2	Danny Robson Client	
RB12	Future legislative changes		Annually, by the end of Quarter 3	Danny Robson Client	

Annual Plan for:	Five Councils Customer Services
Last Update (Date and Who by)	Gareth Stemp, 14 Sep 2021
JTB Review	Tabled 23/09/2021
Agreed Date and Who By:	

Sections: Part 1 - Outstanding Transition Items
Part 2 - Annual Plan Items
Part 3 - Forward Look

Agreed Plan

Delivery Tracking

Part 1 - Outstanding Transition Actions

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
CS	Implementation of Netcall - Automated switchboard for Mendip	Milestone for Mendip	Sep-21	DC	Mendip	MDC	started	G	Awaiting the results of some housekeeping items from MDC to complete prior to go live. This includes agreeing VIP list

Part 2 - Annual Plan Items

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Councils Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
Page 28	Delivery of the ResolvIS Programme, as per plan	Havant Borough Council, Go Live	On hold	Capita ResolvIS Programme Lead	Improvement	HBC	Paused		On hold as included 'closed loop' processes
		Mendip District Council, Go Live	On hold	Capita ResolvIS Programme Lead	Improvement	MDC	Paused		On hold as included 'closed loop' processes
		South Oxfordshire District Council, Go Live	On hold	Capita ResolvIS Programme Lead	Improvement	SODC	Paused		On hold as included 'closed loop' processes
		Vale of White Horse District Council, Go Live	On hold	Capita ResolvIS Programme Lead	Improvement	VoWH	Paused		On hold as included 'closed loop' processes
		Hart District Council, Go Live	On hold	Capita ResolvIS Programme Lead	Improvement	HDC	Paused		On hold as included 'closed loop' processes
	Customer Journey Improvements and Contact Reduction Initiatives	Havant Borough Council, Phase 1 of Customer Journey Improvements	Complete	Capita Head of Customer Services	Achievement of Contact Reduction; Service Improvement; Channel Shift	HBC	Complete		
		Havant Borough Council, Phase 2 of Customer Journey Improvements	30/10/21	Capita Head of Customer Services	Achievement of Contact Reduction; Service Improvement; Channel Shift	HBC	Started		Some work completed as part of phase 1.
		Mendip District Council, Phase 1 of Customer Journey Improvements	Complete	Capita Head of Customer Services	Achievement of Contact Reduction; Service Improvement; Channel Shift	MDC	Complete		
		Mendip District Council, Phase 2 of Customer Journey Improvements	30/10/21	Capita Head of Customer Services	Achievement of Contact Reduction; Service Improvement; Channel Shift	MDC	Started		Some work completed as part of phase 1
	Nature of Service' Reviews	A joint review of all service guidance relating to MDC services, which guides handling by agents at CSC	Complete	Capita Head of Customer Services	Achievement of Contact Reduction; Service Improvement; Channel Shift	MDC	Complete		
	Development and implementation of quality of service measures	Under the direction of Joint Committee, to develop and deploy an additional measure covering the quality of service delivered by CSC	01/10/21	Capita Head of Customer Services	Continuous improvement	All	Started		Initial suggestions taken to SIG July 2021 and met with positive response. Work underway on this. Paper to be drafted with the detail
	Continuous improvement and innovation	Work with Councils to deliver channel shift across the services (Mendip and Havant for customer services calls) and R&B for S&V and Hart, Havant and Mendip. Work with councils on direction of travel and how reducing customer contact through telephony contact but increasing digital self serve as options and use of website and other enablers and exposure to wider Capita offer/products in support	To be confirmed	Capita Head of Customer Services	Continuous improvement	All			Amended description from 'innovation day' as a better fit with authority wishes/requirements
	<i>Insert Line Above</i>								

Part Three - Forward Look

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Councils Impacted

Annual Plan for:	Five Councils Local Land Charges
Last Update (Date and Who by)	12th August 2021 Christopher James
JTB Review	Tabled 23/09/2021
Agreed Date and Who By:	

Sections: Part 1 - Outstanding Transition Items
Part 2 - Annual Plan Items
Part 3 - Forward Look

Agreed Plan

Delivery Tracking

Part 1 - Outstanding Transition Actions

Ref	Description	Milestones	Due Dates	Lead	Links to Service Outcomes (if relevant)	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
<i>None</i>									

Part 2 - Annual Plan Items

Ref	Description	Milestones	Due Dates	Lead	Links to Service Outcomes (if relevant)	Councils Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
	<ul style="list-style-type: none"> • Capacity Planning • HR • IT • Telephony 	Review and update procedures across each of the five councils	01/06/21	Capita	SO3 d, e, g, SO5 b, f	All	started	G	all procedures have been reviewed and are under continual review
		staff appraisals and training requirements	01/12/21	Capita	SO3 a, b, d SO5 d,	All	started	G	all mid year appraisals completed. Next appraisal due is end of year
		BIA actions to facilitate working in event site unavailable	ongoing	Capita & Client Team	SO3 c, h SO5 a,	All	started	G	as all staff working at home due to COVID, the site being unavailable will be of negligible impact
		Review and update quality plan	ongoing	Capita & Client Team	SO5, d,e	All	started	G	quality plan is under continual review. Latest review of quality plan on SharePoint
	Annual Fee Setting Review	From client side fee setting review to be programmed in annually as a milestone be synched with budget setting (this service must be a cost neutral service) evidence to be provided by Capita on whole cost of service by each contributing partner	Annual, Q3	Capita and LAs			started	G	fees for FY 21/22 in place and complete. Monthly report sent to each councils detailing volumes broken down into LLC1, con29 , parcels etc and overall fee income, allowing each of member of the partnership to track throughout the year
<i>Insert Line Above</i>									

Part Three - Forward Look

Ref	Description	Milestones	Due Dates	Lead	Links to Service Outcomes (if relevant)	Councils Impacted
	Devolution of some LLC functions to HM Land Registry	Update client on developments in legislation and implementation	ongoing	Capita & Client Team		All
		Update client on potential impact to service levels and income of devolution	ongoing	Capita & Client Team		
		Review and appraise service delivery against agreed contract format	ongoing	Capita & Client Team		
	Review of Legislative impacts for year following		ongoing	Capita and Client		
	Review of outstanding Service Delivery Plan Items		ongoing	Capita and Client		

Annual Plan for:	IT
Last Update (Date and Who by)	Parul Patel 06/09/2021
SIG Review Date	08/09/21
Agreed Date and Who By:	

Sections: Part 1 - Outstanding Transition Items
Part 2 - Annual Plan Items
Part 3 - Forward Look

Agreed Plan

Delivery Tracking

Part 1 - Outstanding Transition Actions

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Links to Service Outcomes (if relevant)	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
R88	Tom for H&EH	COMPLETE	chasing resource availability dates	Client	Section 6.1 Implementation Plan / Agreed TOM Criteria		H&EH	COMPLETE	n/a	12/02/21 - TOM agreed for H&EH as part of the settlement agreement in December 2020 04/10/2020 - H&EH TOM will be agreed as part of the settlement between Capita and SC's. This is awaiting final sign off. Milestone acceptance criteria is contained within this settlement. 12/02/2020 - All work on the TOM has ceased due to the contractual discussions that are in progress. The IT work stream will recommence in March and this will be picked up as part of that.
		Initial discussion with Client		Capita & Client Team				COMPLETE	n/a	as above
		Completion of milestone acceptance review by Client		Capita & Client				COMPLETE	n/a	as above
	Delivery of Hart		In Progress		Section 6.1 Implementation Plan / Agreed TOM Criteria		Hart	WIP		12/02/2021 - The CCRF has been initially reviewed and the PM has responded to Capita's initial proposal. Capita to finalise with SC's 04/10/20 - A CCRF has been raised for Hart to shape what there service will be going forward. An initial scoping session has been held. 12/02/2020 - On hold awaiting client instruction 06/09/2021 - Reopened and progressing. Internal reviews completed and shared with both MG and PM. Meeting scheduled to review collectively for 14/09/2021 with JL, GM, PM & PP
	Delivery of Mendip		In progress		Section 6.1 Implementation Plan / Agreed TOM Criteria		Mendip	WIP		12/02/2021 - The CCRF has been initially reviewed and the PM has responded to Capita's initial proposal. Capita to finalise with SC's 04/10/2020 - CMW & WiFi has been signed off for Mendip and the projects are underway. Mendip have produced an application road map and a CCRF is expected to shape their service. 12/02/2020 - On hold awaiting client instruction (Specific projects are being discussed and progressed independently of the complete transformation due to requirements as a result of legacy hardware and Q/S) 06/09/2021 - Reopened and progressing. Internal reviews completed and shared with both MG and PM. Meeting scheduled to review collectively for 14/09/2021 with JL, GM, PM & PP
			On Hold	Client & Capita			S&V			12/02/2021 - Redhill Migration is underway. Fraud, SFTP and WiFi remain outstanding. WiFi design is with Capita Networks to produce and has been escalated. 04/10/2020 - It has been agreed that the Transition from Redhill will be completed. Work is in progress to complete this and a full plan is to be produced. 12/02/2020 Currently on hold and awaiting customer instruction. BAU requirements still progressing. 06/09/2021 - All services that needed to be migrated have been. S&V new Wi-Fi solution is now tested and working. Minimal services have been left on with agreement of only costs for power used to ensure there are no connections active which have been missed. Monitoring is underway and will be in position to confirm full shut down 10/09/2021. Hardware removal is planned for 16/09/2021.
	Insert Line Above									

Part 2 - Annual Plan Items

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Links to Service Outcomes (if relevant)	Councils Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
	Stakeholder Plans - Develop a stakeholder map and a supporting stakeholder engagement plan, which shall describe the level and means of interaction with all relevant stakeholders for the IT Service. This shall be included within the IT Service Quality Plan, and as such will be complied with in accordance with clause 6 of the Agreement			Capita/Client	General Account Governance plus Obligation Matrix	SO1	All	started	G	12/02/2021 - To be raised at the Strat Board for a decision on if this is still relevant. 04/10/2020 - Stake holder map to be reviewed between PM and CM. 18/02 - Align stakeholders to the different meetings that take place in line with the contractual obligations for meetings. 12/02/2020 - Need refreshing for 2020 06/09/2021 - 2021 review and refresh is to be undertaken by PM & PP
	Obligation Matrix Review			Capita/Client	Obligation Matrix	SO2	ALL	started	G	12/02/2021 - Session to review what is outstanding and move the outstanding items to an appropriate forum eg. Ops or Strategy Board. 04/10/2020 - Security review has taken place and expected to close a number of items outstanding. Patrick Bennett to deliver this for October Strategy Board. 12/02/2020 - Review still ongoing, have completed the reds and working through the ambers. A big chunk can be removed as Capita have now demonstrated the CMDB which had a number of line items against it. 06/09/2021 - Review to be scheduled in for PM & PP. Most of the items have now been addressed. Those outstanding will be moved to be reviewed at other forums Operations Board, IT Strategy Board, Security Working Group) as appropriate and Obligations Matrix to be formally closed
	CVW to CMW migration H&EH and S&V	Completion of proposal for full estate in H&EH and S&V		Capita / Client				Complete		04/10/2020 - CVW is on track to decommission in December 2020 12/02/2020 The proposal has now been provided for the CVW to CMW migration for both H&EH and S&V and accepted by the client. This has progressed to a project
		Delivery of CVW to CMW in S&V		Capita/Client	Performance of current solution and scope of current solution	SO4	H&EH, S&V	started		12/02/2021 - IKEN Terminal Server is being stood up to allow the users to operate outside of CVW. Testing is underway 04/10/2020 - CVW is on track to decommission in December 2020 12/02/2020 project team has been stood up, awaiting confirmation of breakdown of devices and either opportunity for Capita to quote or details of delivery dates

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Links to Service Outcomes (if relevant)	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
		Delivery of CVW to CMW in H&EH		Capita/Client				started		12/02/2021 - CVW project has been delayed due to Brexit packaging project completion and application performance (Data map) 04/10/2020 - CVW is on track to decommission in December 2020 12/02/2020 project team has been stood up, awaiting confirmation of breakdown of devices and either opportunity for Capita to quote or details of delivery dates 06/09/2021 - All users across all Councils have now been migrated to the CMW devices and the CVW platform as been decommissioned. Thin client hardware has been powered down and collected at various locations.
	Horizon Scanning - requirement to upgrade applications/operating systems that are coming end of life	Review each council to identify servers and applications at risk	31/12/19	Capita	Best Practice	SO3	All	completed	G	12/02/2020- servers have been identified
Discuss with each Council		ongoing	Capita / Client	Best Practice	started					
Produce high level plan where appropriate		31/03/20	Capita / Client	Best Practice	started				12/02/2021 - Nuvem migration has been completed. 04/10/20 - the proposed date to move to Nuvem to 20th November 2020. This is currently being discussed. 12/02/2020 upgrades to servers may be completed as part of potential move to Nuvem/Lisbon 2 (new version of CPC environment) Capita are confirming the options available to the client. If the customer moves to Lisbon 2, they will get 3 years extended support if in Azure on Windows 2008. We need to put into place a plan before the move to get the servers upgraded. Alternatively, the servers will be upgraded within CPC and moved to Lisbon 2 at a later date. Currently pulling together a presentation to provide the information to the client so they can make an informed decision. This move will also affect the OVM proving as they would have it within Lisbon 2 and if they remain in CPC, it would have to be built specially for them and would involve testing before and after the move.	
Nuvm to Azure									12/02/2021 - Move to Azure could not take place as some of the IP Addressees utilised on the 5C estate clashed with Azure reserved addresses. The Lisbon Team committed to re-ipadress and facilitate a move to Azure for the 5C's estate. Some Oracle application work will be required in conjunction with this move. Projected date is June 2021. 06/09/2021 - PM awaiting proposal. Firm pricing to be provided by 17/09/2021	
Server 2008 Upgrades					Started				12/02/2021 - 5C's were originally provided a proposal to perform inline upgrades from server 2008 to server 2012 or above. Due to a change in approach from hosting this option is no longer available. New 2016 servers have been stood up and are awaiting application installs. This will require a programme of works to complete full application migrations. Costs, timings and approach will need to be agreed. As a result further extended support for server 2008 has been procure, confirmation is required in writing to 5C's. Full commercial implications will need to be agreed. 06/09/2021 - PP working to understand how we can take forward with in place upgrades and impact assess the risks of this approach over rip and reinstall approach.	
Business Continuity	Information to be provided by 5 Councils			Capita/Client	Standard Governance	SO3	All	Complete		12/02/2021 - BC plans received from 5C's - Annuals review will be required. This is expected be H2 2021 12/02/2020 - Awaiting S&V BC plans
		Support of 5 Councils in the BC Plan		Capita/Client	Standard Governance					see above
		Information to be provided by 5 Councils		Client	Standard Governance			started		12/02/2020 - DR plan review to be arranged by Paul Merrick
		Review of existing DR plan		Capita/Client	Standard Governance					
		Discussion and agreement with 5 Councils on the support required from Capita		Capita/Client	Standard Governance					
	Disaster Recovery plan	OVM Proving		Capita	Obligation Matrix	SO3	All	In progress		12/02/2021 - Post the move to Nuvm. Provisional dates are booked for March 2021. Gary Binikos to provide details. 04/10/20 - DR proving will form part of the settlement agreement. Full plans to be reviewed. The move to Nuvm / Azure is a dependency for this. 12/02/2020 OVM proving was to be provided as part of the CPC solution, this is not currently in place. Capita are providing the 5 Councils with the options available to them as there is an imminent move to Lisbon2/Azure which would mean that OVM proving would be available there. If requested within current environment the infrastructure would need to be set up for the testing and this may not be done within the timescales needed prior to the move to Lisbon 2 or it would mean that they would be test on CPC and then have to retest in Lisbon 2 06/09/2021 - DR Test undertaken for both HEH and S&V in April 2021 which proved successful. DR report was shared with IT Leads and PM and included Lesson Learnt. That a DR test was also carried out by Mendip using their 3rd party with Capita assistance for the test and restore. Once again, a DR report was shared with Mendip IT Leads and PM.
		Client to produce Insight Project and Forecast Process to support and develop Strategy Map		Client	Obligation Matrix			started		12/02/2021 - Road Map to be reviewed. Services are going to SaaS. Last review in August 2020, meeting to be arranged with the IT leads. To be discussed if the original automation requirement is still required. 04/10/2020 - Draft roadmap has been produced. The councils Apps teams are now reviewing. Final version to be published. 18/02 - Paul Merrick has been speaking with the Councils and has suggested that a combination of himself and the IT Leads will be able to provide this information to feed into Matt Highland's plans. 12/02/2020 - Requested the information from Paul Merrick. In conjunction, Matt Highland (Capita Architect) is pulling together a Roadmap for the Councils to act as a discussion point and to enable them to explore the options available to align with their longer term strategy
	IT Strategy Roadmap - Develop joint IT strategy to embed latest technology and approaches for further process automation to minimise paper. New applications and online forms will contribute to this goal	Monitor IT trends and leading entities to manage strategic drivers in industry and regulatory changes	ongoing	Capita/Client	Obligation Matrix	SO1	All	Started		12/02/2021 - To review, post office 365 separation, new capabilities within the Office 365 suite. 18/02/2020 This is also discussed in BAU as scenarios arise e.g. GDPR, Cyber etc. We also engage with Microsoft to discuss this. 12/02/2020 As part of the piece of work that Matt Highland is doing. This will be encompassed into the Roadmap or raised for discussion as necessary. 06/09/2021 - Application Roadmap has been developed and is at a stage to now start a review cycle. SOP needs to be agreed with regards to ongoing maintenance and review of the document.
		Review IT Strategy Roadmap Draft		Capita/Client	Obligation Matrix			started		
		storage review - current capacity tracking	ongoing	Capita/Client	Contractual discussions			started		ongoing as part of the monthly capacity planning.

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Links to Service Outcomes (if relevant)	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
	Storage policy review	Storage review - Capacity reduction	31/03/20	Capita/Client	Contractual discussions	SO4	Where Capita provide Managed Service within their Datacentres	started		12/02/2021 - Storage reviewed November 9th 2020. Capacity requirements were agreed. This needs to be applied to the Nuvem environment post migration. Allocation will allow 18 - 24 months growth. Additions will be managed on an ad hoc basis through service requests or capacity alerts. Trends to be monitored through the monthly SLR 12/02/2020 current discussions are around what can be reduced. Paul Merrick is currently reviewing the data provided including 18 month estimated growth and will confirm what is required by drive moving forward. Capita have advised that some drives such as OS and application need to be retained in accordance with the application guidelines and where the application is a Council 3rd party, they will have to confirm this information and instruct us accordingly. 06/09/2021 - New approach which is more intuitive has been used to understand the 'right-size' of allocation with allowance for two years growth. Process to best apply is under review by supplier to then be presented to PM
	Small Works Process	Review of Small Works process	ongoing	Capita/Client	Obligation Matrix - ease of doing business	SO4	All	Closed		12/02/2021 - Process for work requests and the raising of CCRP's has been refined and works quite well. It is noted that Service requests can take some time to be responded to from central Capita IT. 04/10/2020 - Review to be conducted during Q4 2020 12/02/2020 The review of the process was completed in 2019 and this has resulted in a smoother process - I feel it would be worthwhile to review every 6 months to see whether there are new processes which we can use to make this even more efficient.
		Service Catalogue development/Manual Alternative	On hold	Capita/Client	Obligation Matrix - ease of doing business			closed		12/02/2021 - Agreed that this item is no longer relevant due to volumes of repeatable purchase. 12/02/2020 This has been identified within the requests from Account Directors to the Capita Management as something that is required within customers. The process/offering is being developed in 2020 and we will provide an update once this has been created.
	CMDB	Evidence to Council that all elements have been uploaded to the new CMDB	31/01/20	Capita/Client	Obligation Matrix	SO4	H&EH, S&V	In progress		12/02/2021 - CMDB feed appears to need review. Details of a number of S&V devices is missing. To be reviewed with Gary and the CMDB team. 12/02/2020 Paul Merrick has confirmed that he is happy that the CMDB is in place and the information has been uploaded. A guided tour was provided and information on the process provided. Reports will be provided with new devices that have been added / removed each month/quarter (tbc) 06/09/2021 - Review of CMDB has been completed and a dashboard presenting both server and endpoint devices has been created to show a high-level health check status of these configuration items. A presentation and demo is to be scheduled with PM to walk him through.
	Web Management (URL access security) - customer would like to understand the number of Web pages that the Council have tried to access that are currently restricted	Report from Forcepoint	31/12/19	Capita		SO4	ALL	Closed		12/02/2021 - no issue identified - to be managed on an adhoc bases per user if required. 18/02 - Check in SWG 08/10 - Chris and Patrick to understand whether the forcepoint report will be able to provide this information. List requested from the Council to advise which sites they wish to access as part of standard policy
	Passive Security Monitoring - Monitor application services to record any logged policy breaches	Explore what information is available from Delivery	31/12/19	Capita		S05 (?)	Transformed Services only	Closed		12/02/2021 - Stats provided in SWG agreed to close. 18/02 - Check in SWG 08/10 - Question for Delivery - This will need to be raised with the DC Networks (IDS/IPS), and CNS (SIEM) teams to clarify what can be provided.
	Active Security Monitoring - Monitor security events as alert events occur and where security device configuration does not apply e.g. internal security breach	Explore what information is available from Delivery	31/12/19	Capita		S05 (?)	Transformed Services only	Closed		12/02/2021 - Stats provided in SWG agreed to close. 18/02 - Check in SWG 08/10 - Question for Delivery - This will need to be raised with the DC Networks (IDS/IPS), and CNS (SIEM) teams to clarify what can be provided.
	Skype for Business/Teams	Strategy for Skype for business to be established	31/03/20	Capita/Client	Business requirement	SO3	H&EH, S&V	Closed		12/02/2021 - Teams now fully installed across the 5C's estate. Configuration and updates to be administered in BAU. 04/10/2020 - The councils have developed strategies for the use of Skype and Teams. 12/02/2020 - This is on the Ops Board. Skype and Teams have been rolled out as part of a general patch and we now need to provide the governance and strategy around how the Councils wish to use this.
	Obligation Matrix - Provide IT Systems functionality that supports self-serve and an online management tool that enables users to access information when they need it. Consolidate the service desk into an integrated solution, with self-service functionality to deliver ease of access for customer contact for desktop, applications, infrastructure support Provide online knowledge management tool providing skills and training to users, regularly refreshed based on root cause incident analysis This will also help to reduce the number of incidents and requests raised Check and allocate calls and requests placed via the web portal on the same criteria of those made via phone, in person or email.		30/09/20	Capita/Client	Obligation Matrix	SO2	Transformed Services only	started		12/02/2021 - PM to review the internal allocation of the contractual 10 Remedy Licences. Self Service is an ongoing and being reviewed on the strat board. 12/02/2020 Remedy licences have now been provided to key staff required. On the self service, this will be discussed as part of the O365 separation project and how we can bring additional functionality in as a result of the clients' future strategy.

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Links to Service Outcomes (if relevant)	Council(s) Impacted	Delivery Status (Not started, Started, Paused, Complete)	RAG Status R = late A = Risk of delay G = on track	Progress
	Obligation Matrix - For internal service users, develop a user device strategy as part of the overarching IT Strategy development		30/06/20	Capita/Client	Obligation Matrix	SO2	ALL	started		12/02/2021 - SC's now purchase new devices. CM to provide aged profile. 12/02/2020 This was originally on the list for a previous Partnership Director within SCs, Capita believe that this will come about naturally as part of the move to CMW and the road mapping process that is being undertaken - this is therefore a placeholder to remind the teams to encompass this within the plans for the partnership.
	Obligation Matrix - The Supplier shall use key reports in order to provide Red, Amber, Green Reporting functions against requests that are nearing their SLA boundary and automatically escalate these for urgent action.		31/03/20	Capita/Client	Obligation Matrix	SO1	Where supported by Capita	Closed.		12/02/2021 - Appropriate reports are now produced. 12/02/2020 - This is a Strategy Board requirement - SDMs picking this up to understand the notifications that can be put in place to provide
	Obligation Matrix - engage with operations and the wider industry to maintain and update the Remedy Knowledge Management Database to provide advice on problem avoidance and best practice		31/03/20	Capita	Obligation Matrix	SO1	Where supported by Capita	Closed		12/02/2020 - This is part of the knowledge base review which is currently taking place and this can then be closed
Happy to close ?	Obligation Matrix - As the Supplier introduces new common applications across the Authorities, training, via face-to-face and online tutorials, shall be standardised. In addition, the Supplier shall supply specific training relating to new functionality or changes in same, as part of new software releases which shall be coordinated with release management. This shall apply both to COTS software as well as retained in-house developed software. In support of the Supplier's channel shift strategy, the Supplier shall provide training for service users in the self-service aspects of the help desk, including by way of example, logging problems, requests and getting status updates		31/03/20	Capita	Obligation Matrix	SO2	Where supported by Capita	CLOSED AS NOT RELEVANT		12/02/2020 The training for the applications that are not owned by Capita would be retained by the Council SMEs, all other training /user guides are provided as part of ongoing development of the knowledge base. - On this basis PM are you happy to close ?
	Communication plans	Document the type of comms that may be needed	Ongoing as required	Capita/Client	Standard Governance					12/02/2020 - Communications plans are developed by the team as required and depending on the messages required. These are sent by the customer to their users, though we may input into them 03/12 - added to the annual plan from Strategy Board to ensure this is documented - need to review with Paul Merrick 06/09/2021 - Review to be scheduled by PM & PP
	Risk Management plan	Development of Risk Management Plan with council	Ongoing regular meetings	Capita/Client	Standard Governance	SO5	ALL	Started		12/02/2021 - Regular risk reviews are conducted with the council. 12/02/2020 - Ongoing plan in place for these to be reviewed and rated PM has set up a cycle of Council specific risk review sessions every 6 to 8 weeks and high-level risk register also being maintained. Sessions are attended by the Council IT Lead(s), PM, supplier Technical Lead and PP.
	CMW for Mendip Council	Proposal development	31/03/20	Capita	Customer requirement due to transformation being on hold	SO2/SO3	Mendip	Closed		04/10/2020 Project underway and due to complete by the end of the year. 12/02/2020 Draft proposal provided, now require a breakdown of the elements and T&M proposal to the customer.
	O365 Separation	Proposal development	31/03/20	Capita	Business requirement	SO2/SO3	H&EH, S&V, Mendip	Started		12/02/2021 - Proposal has been through iterations of review. The final proposal is being taken to the next JTB for authorisation to proceed. 04/10/2020 Proposal has been delivered and reviewed. Ongoing negotiations and independent reviews are underway. 12/02/2020 - proposal required for a variety of options for the Councils to explore the separation of O365 to enable them to work independently. Proposal due end of Feb 06/09/2021 - Programme has needed to enter a re-design phase in order to map to new scope and delivery preferences of the Councils. New proposal is due early Oct 2021.
	MDM			Capita	Business requirement		H&EH, S&V, Mendip	Started		12/02/2021 - Quote has been received and is being reviewed by SC's 06/09/2021 - Re-designed proposal issued to PM and share with IT Lead. Several questions raised and shared with WW for comment. Responses to be provided by COP 10/09/2021 if possible. Delivery of this project will now be picked up by the MS365 Programme due to the dependencies.
	ZFA			Capita	Business requirement		H&EH, S&V, Mendip	Started		12/02/2021 - Quotation has been provided (12/02) for review. 06/09/2021 - Project was placed on hold due to re-work required as a consequence of the MS 365 tenancy split. Due to the recent increase in cyber attacks a decision has been made by Councils to move this forward and implement as soon as possible. Project team has been stood up and will begin engagement activities within the next couple of weeks.

Part Three - Forward Look

Ref	Description	Milestones	Due Dates	Lead	Driver or Source	Links to Service Outcomes (if relevant)	Councils Impacted
	Horizon Scanning - Innovation	Review with the customer their likely requirements and how these map to new innovation within the market place Impact of legislative change on the customer and IT Solutions		Capita/Client	Standard Governance	SO4	All Councils - combination of individual plans to be brought together into overall SC Objective
	IT Refresh	IT Refresh as per contract		Capita			

5Cs Joint Committee



Report of the Client Relationship Director

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To: The Members of the 5Cs Joint Committee

DATE: 6 October 2021

Draft Client Team Budget, 22/23

Recommendation(s)

(a) To note the draft Client Team budget to be presented to the Authorities, to inform overall contract budget setting.

(b) To note that the final contract budget will be developed before 30 November 2021 and agreed at the next Joint Committee, which will be by or before 1 December 2021.

Purpose of Report

1. This reports tables a proposed budget for the 5Cs Client Team, for noting by Members of the Committee before onward consideration by Authorities. This will form a foundation for development of a final contract budget, to be developed before 30 November 2021 under the terms of the Inter Authority Agreement (IAA), and subject to consideration by the Committee by or before 1 December 2021.

Background

2. The terms of reference of the Joint Committee require it to agree a draft annual budget before 30 November for the following financial year, to include the contribution required from each Partner Authority.
3. In line with precedent, the budget proposed for 2022/23 will constitute two parts:
 - I. Contract Budget – for contracted Capita services and related costs.
 - II. Client Budget – for the shared client team arrangements.
4. The proposal is that the full contract budget proposal is determined before 30 November 2021 and subject to the formal agreement of the Committee. Currently this is scheduled for 1 December 2021, though that will be reviewed. By that juncture the Client element of the budget will be finalised, and Authorities will have

been appraised of the impacts of key dependencies such as indexing, volumetrics, and revised NI contributions. To support that, this paper tables detail of the Client Budget, so that the drivers for this can be considered before inclusion in the final contract budget proposal.

5. The Client team is the contractual interface between the authorities and Capita. This team was restructured following a review in 2018 and subject to further reviews both in early 2020 when the then Client Relationship Director left the organisation, and in 2021, following service exits negotiated under the Heads of Terms. The review in 2020 essentially split the Client Relationship Director into two roles:
 - The Client Relationship Director, responsible for business-as-usual contractual matters and operations excluding IT. Claire Hughes, Head of Strategic Commissioning at Havant Borough Council was initially appointed in that role, for 2 days per week.
 - The Commercial Director, who led on commercial negotiations and oversaw IT related services. Andrew Down, Deputy Chief Executive (Partnerships) at South Oxfordshire and Vale of White Horse, was appointed in this post.
6. Following conclusion of the Heads of Terms and in expectation of a successful outcome to the Microsoft 365 segregation exercise, further revisions to the Client structure are now required. This was trailed in May 2021, further to the appointment of a new Client Relationship Director, following the retirement of Claire Hughes. At the time, the following was agreed:
 - The existing Deputy Client Relationship Director was appointed as Client Relationship Director; this post retained client responsibility for the Revenues & Benefits, Land Charges and Customer Services functions. The appointment was made on a 30 hours per week basis, with the postholder spending the balance of the working week on duties within the host Authority. It was proposed that the post of Senior Client Executive was not to be recruited to.
 - The Commercial Director was retained one day per week on the contract to address any commercial issues that may emerge from the running of the contract. This post also provides strategic support for the Client Relationship Director and the IT service. This will continue into the new financial year, though responsibility for IT will revert to the CRD.
 - The IT Executive Client would assume the responsibility of Deputy Client Relationship Director, as well as retaining client responsibility for IT. This post is currently recruited to on a consultancy basis, and it is proposed that this arrangement ceases, and the post is recruited to on an employed basis.
7. For 2022/23 these new arrangements will need to be finalised and enshrined. The intention is that this will be done before 31 March 2022. The budget proposed is therefore based in the intended structure, not the current one. However, there is some contingency proposed, particularly in the IT space, in recognitions of the risk of delays in key project work.
8. Other factors taken into consideration in the proposed budget are:

- A reduction in standing costs for Legal Support.
 - A reduction in consultancy costs, following appointment of a person to a substantive roll as both IT Client and the Deputy Client Relationship Director.
9. It should be made clear that these factors are neutral on the matter of any future strategic discussions, for example in regard to the establishment of a Somerset Unitary Authority. The Committee are advised that the structure and budget proposed reflect delivery of business-as-usual contracted services, with some provision to monitor and plan for developments. Any matters relating to further commercial negotiations or matters arising from changes in Somerset may require specific costed and additional resource, as enacted previously. The proposed structure is significantly “leaner” than all prior Client structures and may not be able to address such work, unaided.

Proposal

10. The cost for this service is staffing costs, including fees for a named legal advisor, and associated overheads and these are set out below. Appendix A provides a structure showing the permanent members of the team.

	Budget 2022/23,
Staff Costs	£654,006
Travel	£5,000
Training	£5,000
DSE and Eye tests	£650
Professional Fee's	£1,500
Total	£666,156

This is a year-on-year reduction of £89,480 (>11.8%), even accounting for a range of cost pressures.

11. Some assumptions for this are:

- A cost of living pay increase of 1.75% - 2% (planning estimate, to be confirmed)
- An additional 2.5% for on costs due to the recently announced social care and health tax.
- A significant reduction on travel and subsistence provisions, to recognise modified practices following the Covid-19 pandemic.

12. Based on current agreed cost apportionments (as per a decision of the Committee, December 2020), the split is as below:

	IAA allocation	Budget
Hart District Council	10.96%	£73,011
Havant Borough Council	32.91%	£219,232
Mendip District Council	22.43%	£149,419
South Oxfordshire District Council	17.56%	£116,977
Vale of White Horse District Council	16.14%	£107,518

£666,156

13. This is pending review of apportionments and Schedule 4 of the IAA to fully account for all recent contract developments. Any amendments proposed for either the apportionments or the IAA will be subject to Joint Committee approval.

Climate and ecological impact implications

14. No specific impacts. However, it should be noted that a considerable reduction in business miles travelled is a key assumption underpinning this proposed budget. This will reduce associated carbon emissions.

Financial Implications

15. The need for a Client Team is detailed in the 5Cs Inter Authority Agreement. Authorities are required to account for the stated contribution to the budget for this team each year, although that budget is reviewed annually. The contribution required continues to reduce, year on year. This report has been considered by all S151 officers, or their nominated deputies.

Legal Implications

16. There are no direct legal implications arising from this report.

Risks

17. There are no material risks arising directly from this report. It does need to be advised that the Client Team is smaller than previously. There is resilience offered, in having the staffing model proposed. However, the constraints in regard to any extraordinary work arising are noted in context.

Other Implications

18. There are no direct equalities implications arising from this report.

Conclusion

19. The following recommendations are tabled to the Committee:

(a) To note the draft Client Team budget to be presented to the Authorities, to inform overall contract budget setting.

(b) To note that the final contract budget will be developed before 30 November 2021 and agreed at the next Joint Committee which will be by or before 1 December 2021.

Background Papers

- None supplied.

Appendix A: Proposed Client Team Structure, 2022/23

