

# FIVE COUNCILS CORPORATE SERVICES JOINT COMMITTEE

Agenda Item: 6

<b>FROM:</b>	Matt Goodwin	<b>Date: 7<sup>th</sup> July 2021</b>
<b>SUBJECT:</b>	<b>Capita Performance Report: November 2020 to May 2021</b>	
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<b>Report Sign off</b>	<b>Seen by:</b>	<b>Date</b>
	5C Monitoring Officers	22 June 2021
	5C S151 (Finance) Officers	22 June 2021
	5C Joint Tactical Board representatives	22 June 2021
<b>Summary:</b>	This report presents the summary of performance across all services within the Capita contract from the month of November 2020 to May 2021.	
<b>Recommendation:</b>	To note the Contract performance for the months of November 2020 to May 2021.	
<b>Direct and/or indirect impact on service delivery to our customers and communities</b>	The performance of the contract has a direct impact on customers accessing front line services contained within the contract. Monthly monitoring of the contract performance ensures that a good quality service is maintained to benefit customers.	
<b>Financial Implications:</b>	There are no direct financial implications arising from this report.	
<b>Legal Implications:</b>	There are no direct legal implications arising from this report.	
<b>Equalities Implications:</b>	There are no direct equalities implications arising from this report.	
<b>Impact on Mutual Aims of the Five Councils</b>	The mutual aims include improving value for money and the productivity of the councils' staff.	

## **INTRODUCTION**

Performance of the Capita contract is monitored monthly through the performance measures set out in the contract; these measures are a range of Key Performance Indicators and Performance Indicators.

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.

The report covers the period from the month of November 2020 to May 2021, with data supplied as per Appendix A. Definitions of performance indicators can be found in Appendix B.

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.

## **LAND CHARGES**

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**

The performance picture for Customer Services is complex.

In the past three months, Customer Services have had a PI failure for PI002 due to an unprecedented increase in the number of calls related to waste collections for Havant Borough Council. The Authority are leading on a joint resolution to issues in this area; Capita are being kept apprised of this and will be supporting any solutions. There has been some impact on services for Mendip District Council as a result of these call volumes. This was compounded in May 2021 by brief issue with online garden waste renewals, which drove a spike in calls.

On the Revenues and Benefits lines, covered under PI 004, there had been serial failures on monthly call handling performance. As reported to the Joint Committee previously, this was triggered by staff shortages and the lead time to recruit and train new agents. Recently, though, annual billing was significantly impacted by Covid. This resulted in increased effort of >35% when compared with typical annual billing months. As a result of the failure a service improvement plan was triggered. This has been implemented and has seen improvements over recent months with the PI achieved in April and May.

On the out of hours service, under PI 003, there was a short term rise in calls which impacted during December 2020. Otherwise, the PI has been met.

All other customer services PIs have been met.

## **IT**

IT met all of its performance measures.

## REVENUES & BENEFITS

Revenues & Benefits performance indicators are reported on annually. The figures in the report therefore reflect figures for April 2020 to March 2021.

Despite significant upturns in volumes, targets for New Claims Processing (KPI 001) and Changes of Circumstances (KPI 002) were met. This was a significant achievement.

The quality of financial assessments was below target (PI 001). Capita have concerns here, in that sampling excludes automated cases, meaning those sampled are the more complex ones. However, with support from Client, work is in train to understand and address causes for quality issues. This is a constant focus.

Reported performance for Council Tax collection (PI 004) and Business Rates (PI 005) are subject to Covid-19 reliefs. This is because the pandemic, and Authority responses to the pandemic, have significantly impacted these measures. Relevant examples of impacting factors include cessation of recovery actions and reminders, extended phasing of payments, and closure of the courts. This year will be partly affected by Covid-19. However, extensive authority level action plans are in train to recover the situation, subject to events and Government policy over the coming months. The Council Tax and business rates position is closely tracked and reported – the outturn reported was not unexpected.

Despite severe logistical pressures, all subsidy returns were completed in a timely manner (PI 007).

## RECTIFICATION PLANS

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	The rectification activity within this plan has been delivered. The potential legal implications are subject to Monitoring Officer review.

Previously reported plans for IT have now been completed. The PI 004 Exchequer Plan was closed on exit of the service from Capita on 31 March 2021.

One additional plan remains open, for the purposes of ensuring due financial compensation is received, for additional time incurred by each Authority's External Auditors on the 2019/20 Annual Accounts. Capita now have financial confirmation of costs incurred from Authorities and this is currently being progressed.

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

## RECOMMENDATION

Members of the committee note the contents of this report.

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## Appendix A

### Performance Indicators from November 2020 to May 2021

#### CUSTOMER SERVICES KPIs/Pis

Monthly - KPI002 - First Time Resolution - R&B							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	99.85%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	97.06%	100%
Mendip	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%
Hart	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI003 - First Time Resolution - Non R&B							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	99.59%	99.43%	99.60%	99.66%	99.57%	99.83%	99.25%
Mendip	100%	100%	100%	100%	100.00%	99.71%	100.00%
Havant	99.29%	99.17%	99.37%	99.44%	99.19%	99.90%	98.52%

Monthly - PI001 - Email Response							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	99.89%	99.72%	99.96%	99.79%	99.86%	99.85%	99.62%
Mendip	99.81%	99.56%	100%	99.77%	99.86%	99.95%	99.43%
Havant	100%	99.90%	99.92%	99.83%	99.85%	99.73%	99.85%

Monthly - PI002 - Calls Answered							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	80.80%	86.72%	83.28%	78.36%	77.72%	64.90%	59.90%
South Oxfordshire & Vale of White Horse	75.47%	90.24%	90.20%	90.24%	83.94%	91.70%	91.82%
Mendip	77.83%	81.05%	94.88%	90.17%	85.99%	78.28%	67.89%
Havant	86.16%	90.55%	75.15%	68.99%	70.01%	52.21%	45.74%

Monthly - PI003 - Calls Answered - Out of Hours							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	91.41%	71.01%	81.98%	90.08%	91.85%	83.77%	87.94%
South Oxfordshire	97.30%	71.19%	82.22%	93.94%	89.66%	81.48%	86.84%
Vale of White Horse	87.10%	59.57%	92.50%	90.48%	89.36%	82.00%	82.61%
Mendip	90.00%	79.37%	77.01%	86.96%	94.92%	88.00%	92.98%

Monthly - PI004 - Council Tax and Benefits Calls							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	64.26%	73.43%	58.72%	78.07%	56.08%	84.21%	86.11%
South Oxfordshire	66.93%	76.35%	50.17%	75.78%	66.97%	88.33%	83.20%
Vale of White Horse	64.58%	73.82%	48.68%	74.30%	64.36%	87.75%	82.46%
Mendip	68.43%	76.63%	65.90%	79.21%	49.40%	84.14%	88.51%
Hart	57.48%	63.92%	71.23%	80.07%	58.44%	76.89%	88.69%
Havant	58.80%	71.86%	72.00%	83.28%	42.81%	79.77%	90.58%

Quarterly - KPI004 - Customer Satisfaction		
	December	March
Overall	99.31%	96.24%
South Oxfordshire	100%	94.00%
Vale of White Horse	100%	95.83%
Mendip	98.48%	99.07%
Havant	100%	93.86%
Hart	100%	100%

#### LAND CHARGES KPIs/Pis

Monthly - PI002 - Local Land Registrations							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
Mendip	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%
Hart	100%	100%	100%	100%	100%	100%	100%

Monthly - PI003 - Complaint Volumes							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	0	0	0	0	0	0	0
South Oxfordshire	0	0	0	0	0	0	0
Vale of White Horse	0	0	0	0	0	0	0
Mendip	0	0	0	0	0	0	0
Havant	0	0	0	0	0	0	0
Hart	0	0	0	0	0	0	0

Quarterly - KPI001 - 5 Day Search		
	December	March
Overall	64.00%	63.00%
South Oxfordshire	64.00%	62.40%
Vale of White Horse	61.80%	62.70%
Mendip	68.20%	64.10%
Havant	63.20%	63.70%
Hart	61.20%	61.30%

Quarterly - PI001 - 8 Day Search		
	December	March
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							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI02 - External Service							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI03 - External OOH							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%

Monthly - PI003 - Incident Management							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	98.46%	96.67%	95.95%	95.00%	96.00%	97.58%	97.00%
South Oxfordshire	98.88%	96.88%	92.56%	95.00%	96.20%	97.14%	97.14%
Vale of White Horse	98.88%	96.88%	92.56%	95.00%	96.20%	97.14%	97.14%
East Hampshire	98.02%	96.43%	98.57%	94.05%	96.28%	98.00%	97.00%
Havant	98.02%	96.43%	98.57%	94.05%	96.28%	98.00%	97.00%

Monthly - PI004 - Service Requests							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	98.66%	96.82%	98.66%	97.00%	97.00%	97.55%	97.50%
South Oxfordshire	99.00%	99.00%	99.00%	97.00%	96.87%	97.72%	97.60%
Vale of White Horse	99.00%	99.00%	99.00%	97.00%	96.87%	97.72%	97.60%
East Hampshire	96.97%	95.57%	97.17%	96.00%	97.00%	97.14%	97.14%
Havant	96.97%	95.57%	97.17%	96.00%	97.00%	97.14%	97.14%

Monthly - PI001 - Patch Management							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI04 - Incidents							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	50%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%

Monthly - PI005 - Change Requests							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%

Monthly - PI006 - First Time Fixes							
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Overall	97.89%	97.39%	97.87%	95.95%	68.32%	66.00%	61.00%
South Oxfordshire	99.46%	97.55%	100.00%	96.58%	69.48%	62.36%	61.44%
Vale of White Horse	99.46%	97.55%	100.00%	96.58%	69.48%	62.36%	61.44%
East Hampshire	96.69%	97.25%	96.09%	95.25%	67.19%	70.00%	61.36%
Havant	96.69%	97.25%	96.09%	95.25%	67.19%	70.00%	61.36%

Revenues and Benefits

Annual KPI 001 - New Claims (Target 13 days)	
	Mar-21
Overall	12
South Oxfordshire	12
Vale of White Horse	12
Mendip	12
Havant	11
Hart	12

Annual PI 004 - Council Tax Collections	
	Mar-21
Overall	
South Oxfordshire	96.95% vs. 98.8%
Vale of White Horse	97.02% vs. 98.8%
Mendip	94.47% vs. 98.0%
Havant	95.96% vs. 97.5%
Hart	96.93% vs. 98.8%

Annual KPI 001 - Changes of Circumstance (Target 6 days)	
	Mar-21
Overall	4
South Oxfordshire	4
Vale of White Horse	4
Mendip	4
Havant	4
Hart	4

Annual PI 005 - NDR Collections (Target 99%)	
	Mar-21
Overall	91.17%
South Oxfordshire	88.05%
Vale of White Horse	93.49%
Mendip	91.73%
Havant	94.95%
Hart	85.54%

Annual PI 001 - Accuracy of Assessment (Target 96%)	
	Mar-21
Overall	91.95%
South Oxfordshire	91.63%
Vale of White Horse	91.42%
Mendip	
Havant	91.80%
Hart	92.49%

Annual PI 007 - Generation of Subsidy Claims	
	Mar-21
Overall	100.00%
South Oxfordshire	100.00%
Vale of White Horse	100.00%
Mendip	100.00%
Havant	100.00%
Hart	100.00%

## Appendix B

### Performance definition

<b>Customer Services</b>	
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

<b>Land Charges</b>	
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

<b>Revenues and Benefits</b>	
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

<b>IT</b>	
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