

5Cs Joint Committee

Report of the Client Relationship Director

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

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Capita Performance Report, to October 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 April 2021 to October 2021. Commentary reflects the period since the last report to Members of the Committee, tabled 6th October 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 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 April 2021 to October 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 mainly to the exceptions and further details can be found in Appendix A.

SERVICE LEVEL COMMENTARY

LAND CHARGES

6. Land Charges met all its performance measures.

CUSTOMER SERVICES

7. The service has performed well this month in terms of the first-time resolution of Customers' enquiries. However, the high volume and enquiry type has resulted in failure against the time taken to answer calls.
8. Failures under PI 002, calls answered to time for customer service lines, have continued. As previously reported, this is due to the ongoing issues with Havant waste collection. Call volumes have reduced and performance against this measure has improved this month to an overall performance of 77%, which is a significant uplift. All parties continue to work together to ensure effective communication during this period but, until the root cause of the issue is resolved, it will continue to impact on customer services.
9. In addition, a further failure of PI 004, calls answered to time for Revenues and Benefits, was also triggered. This is due to the exceptional Council Tax call volumes being received. The increased Council Tax Court activity has improved collection rates compared to the same time last year. However, it has impacted on the contact centre in terms of volume and length of calls. Against the last comparable October (2019) call volumes are up by 23%. In a similar comparison, call length has increased by 17% with a large number of customers needing additional time/support in respect of recovery action.
10. PI 003, out of hours calls answered to time, also registered a minor fail. This PI was only narrowly missed due to 6 calls being answered outside of the 50 second call answering target. This is not advised to be an ongoing concern but will be monitored.

IT

11. All KPIS and PIs have been achieved with the exception of PI003. Failure against this PI was due to an incorrect process being followed on the administration of the tickets. Measures have been put in place to correct the process but the tickets that negatively impacted on October's performance had already been raised (ahead of measures being put in place).

REVENUES & BENEFITS

12. There are no monthly or quarterly PIs to report against.
13. Issues have been experienced with Mendip Courts cancelling dates due to staff shortages. Capita have met with the Court to discuss but this is something that is being experienced across Somerset. The Courts are confident that the situation will improve but Mendip Council Tax collection could be impacted by these cancellations.

14. Housing Benefit workloads for all Councils have increased in October due to the receipt of c.5,000 Universal Credit Change notices due to the removal of the £20 top up. This increase, of work from the DWP, could continue into November and will could impact on New Claim and Change of Circumstance performance.

RECTIFICATION PLANS

15. 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.

Climate and ecological impact implications

16. No specific impacts.

Financial Implications

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

Legal Implications

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

Risks

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

Other Implications

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

Conclusion

21. 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							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	99.85%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%		
Vale of White Horse	97.06%	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%		

Monthly - KPI003 - % First Time Resolution - Non R&B							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	99.83%	99.25%	99.46%	99.76%	99.43%	99.40%	99.60%
Mendip	99.71%	100.00%	99.97%	99.96%	99.96%	100.00%	100.00%
Havant	99.90%	98.52%	99.09%	99.60%	99.01%	99.00%	99.00%

Monthly - PI001 - % Email Responses on time							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	99.85%	99.62%	99.90%	99.63%	99.79%	100.00%	100.00%
Mendip	99.95%	99.43%	99.95%	99.29%	99.75%	100.00%	100.00%
Havant	99.73%	99.85%	99.87%	99.87%	99.82%	100.00%	100.00%

Monthly - PI002 - % Calls Answered within 20 seconds							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	64.90%	59.90%	34.56%	48.65%	55.52%	56.00%	77.00%
South Oxfordshire & Vale of White Horse	91.70%	91.82%	92.12%	96.41%	90.96%	91.00%	95.00%
Mendip	78.28%	67.89%	74.88%	76.31%	64.14%	64.00%	76.00%
Havant	52.21%	45.74%	12.95%	26.59%	45.66%	46.00%	77.00%

Monthly - PI003 - % Calls Answered in 50 seconds - Out of Hours							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	83.77%	87.94%	82.08%	81.41%	83.19%	83.00%	75.00%
South Oxfordshire	81.48%	86.84%	80.68%	79.17%	85.14%	85.00%	80.00%
Vale of White Horse	82.00%	82.61%	80.68%	82.14%	80.26%	80.00%	61.00%
Mendip	88.00%	92.98%	85.94%	85.11%	84.09%	84.00%	83.00%

Monthly - PI004 - % Council Tax and Benefits Calls Answered within 20 seconds							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	84.21%	86.11%	88.85%	81.82%	66.73%	67.00%	63.00%
South Oxfordshire	88.33%	83.20%	91.88%	89.95%	64.86%	65.00%	67.00%
Vale of White Horse	87.75%	82.46%	90.61%	89.53%	64.43%	64.00%	64.00%
Mendip	84.14%	88.51%	84.22%	77.48%	73.00%	73.00%	63.00%
Hart	76.89%	88.69%	88.53%	68.75%	62.96%	63.00%	67.00%
Havant	79.77%	90.58%	90.17%	84.32%	66.67%	67.00%	57.00%

Quarterly - KPI004 - % Customer Satisfaction		
	Jun-21	Sep-21
Overall	94.72%	99.00%
South Oxfordshire	96.30%	100.00%
Vale of White Horse	100%	100%
Mendip	86.00%	100.00%
Havant	96.10%	100.00%
Hart	97.01%	93.00%

LAND CHARGES KPIs/Pis

Monthly - PI002 - % Local Land Registrations completed on time							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-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							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-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 - % Achievement of 5 Day Search Target		
	June	Sep
Overall	64.01%	66.40%
South Oxfordshire	63.35%	66.40%
Vale of White Horse	63.58%	66.20%
Mendip	64.91%	67.20%
Havant	64.64%	65.30%
Hart	63.45%	66.20%

Quarterly - PI001 - % Achievement of 8 Day Search target		
	June	Sep
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							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-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 Availability							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-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 Service Availability OOH							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-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 - % Achievement of P2 - P4 Incident Management Targets							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	97.58%	97.00%	97.16%	96.50%	94.07%	79.00%	87.00%
South Oxfordshire	97.14%	97.14%	97.66%	96.49%	94.36%	82.00%	88.00%
Vale of White Horse	97.14%	97.14%	97.66%	96.49%	94.36%	82.00%	88.00%
East Hampshire	98.00%	97.00%	96.49%	97.00%	93.66%	75.00%	85.00%
Havant	98.00%	97.00%	96.49%	97.00%	93.66%	75.00%	85.00%

Monthly - PI004 - % Achievement of Service Requests to Target							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	97.55%	97.50%	97.64%	97.50%	99.17%	96.00%	98.50%
South Oxfordshire	97.72%	97.60%	97.69%	99.00%	100.00%	97.00%	99.00%
Vale of White Horse	97.72%	97.60%	97.69%	99.00%	100.00%	97.00%	99.00%
East Hampshire	97.14%	97.14%	97.59%	96.00%	98.52%	95.00%	98.00%
Havant	97.14%	97.14%	97.59%	96.00%	98.52%	95.00%	98.00%

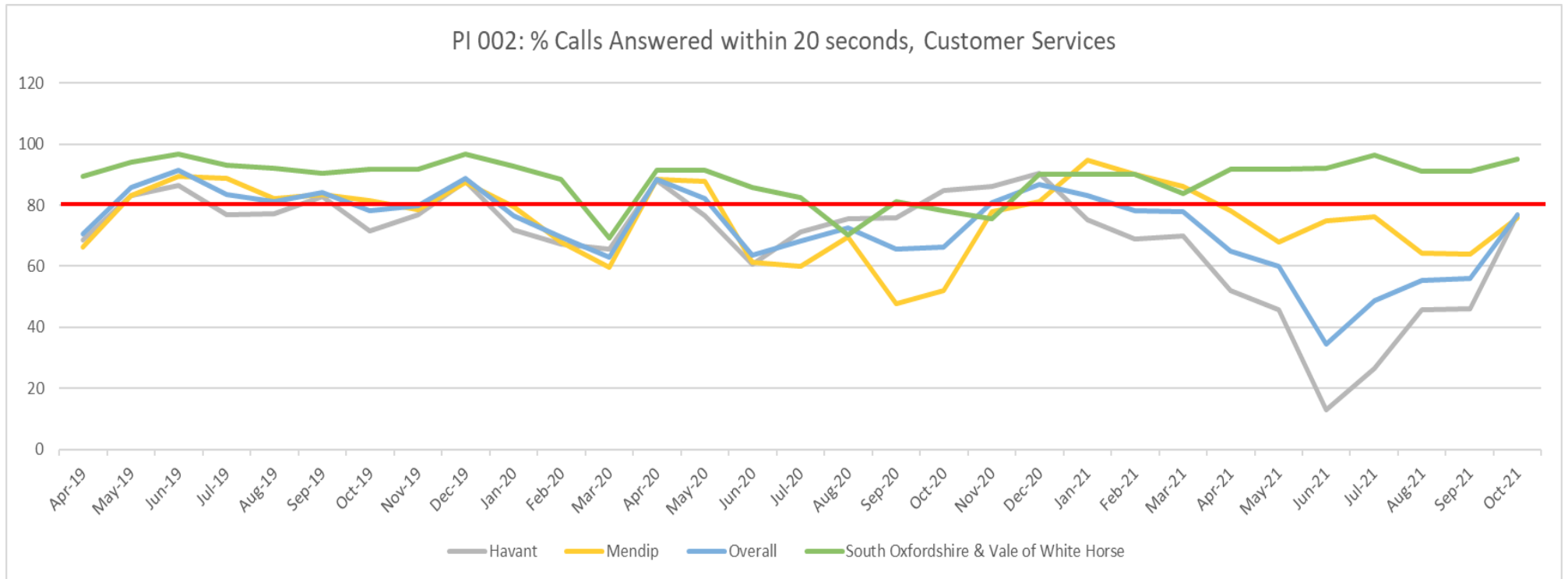
Monthly - PI001 - % Delivery of Patch Management to Target							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	100%	100%	100%	97%	100%	100%	100%

Monthly - KPI04 - % Management of P1 Incidents to Target							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-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%

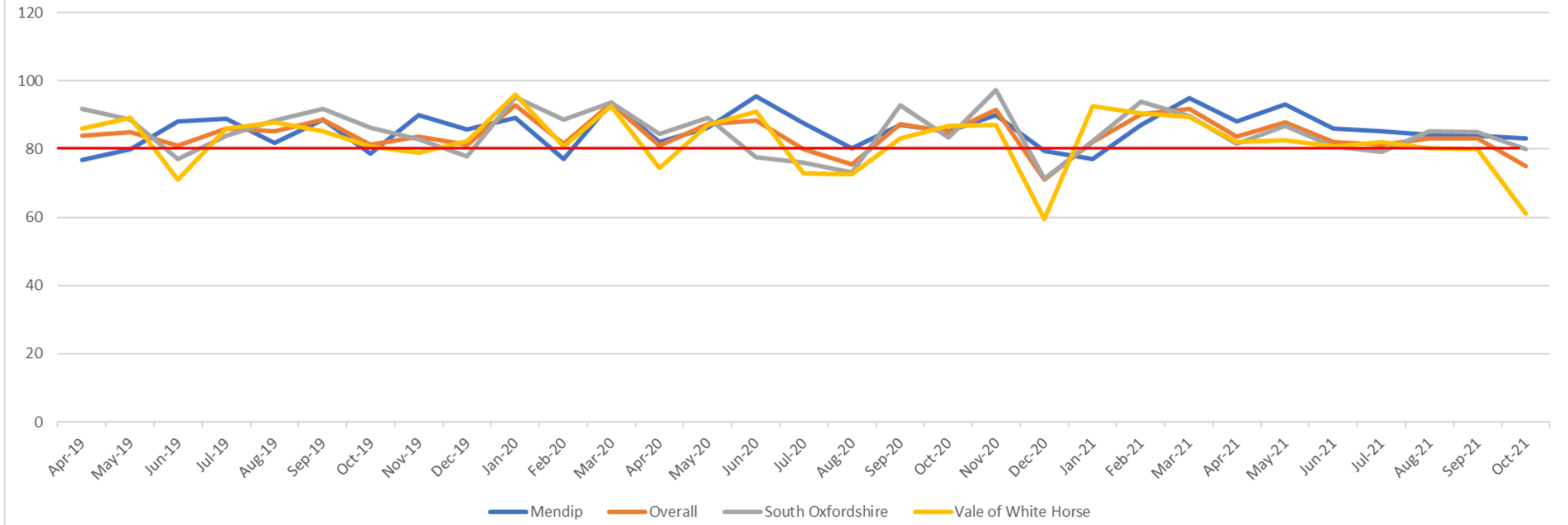
Monthly - PI005 - % Delivery of Change Requests to Target							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	100%	100%	100%	100%	100%	100%	98%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	96%
Havant	100%	100%	100%	100%	100%	100%	96%

Monthly - PI006 - % Achievement of First Time Fixes to Time							
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Overall	66.00%	61.00%	87.24%	95.15%	92.31%	94.00%	92.00%
South Oxfordshire	62.36%	61.44%	89.40%	95.80%	90.85%	96.00%	93.00%
Vale of White Horse	62.36%	61.44%	89.40%	95.80%	90.85%	96.00%	93.00%
East Hampshire	70.00%	61.36%	85.71%	94.58%	93.36%	91.00%	90.00%
Havant	70.00%	61.36%	85.71%	94.58%	93.36%	91.00%	90.00%

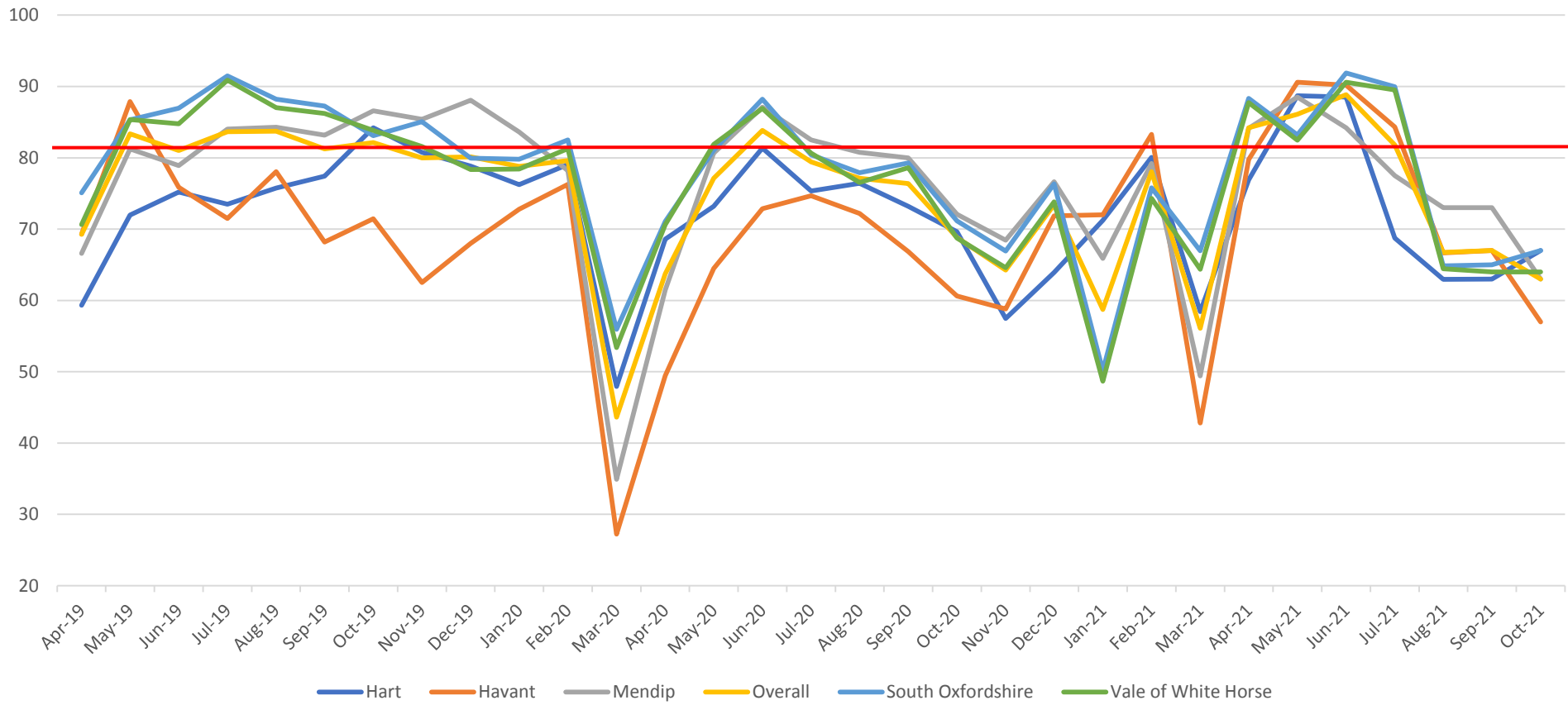
Appendix B – Trend Graphs for Customer Services Measures



PI 003: % Out of Hours Calls answered in 50 seconds



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

IT	
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