

5Cs Joint Committee

Report of the Client Relationship Director

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

DATE: 30 March 2022

Capita Performance Report, to February 2022

Recommendation(s)

- a) To note the performance reported against contract measures.
- b) To suggest 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 February 2022. Commentary reflects the last report to Joint Tactical Board, tabled 17 March 2022.

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 reported data covers the period from the month of April 2021 to February 2022, 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.

SERVICE LEVEL COMMENTARY

LAND CHARGES

6. Land Charges met all its performance measures.

CUSTOMER SERVICES

7. In an improvement since the previous report, PI 002 - Customer Service Calls answered to time – has been met for the past few months. Previous failures had been driven by issues with waste collections in Havant. This situation has improved as have the quality of communications between the Authority's waste provider and Capita. These improved communications mean the contact centre is better able to support customers in their queries, reducing complaints and repeat calls.
8. The past few reporting periods have seen an ongoing failure of PI 004, calls answered to time for Revenues and Benefits. This remains due to the exceptional Council Tax call volumes being received, linked to actions being taken on behalf of Authorities and support for people experiencing increased financial hardship. Compared to last February's calls, workload increased by 13.7% and compared to January 2020 workload was up by 15.7%. On a positive note the resolution of the R&B calls remains high with over 91% achieving first time resolution of their enquiry
9. PI 003, out of hours calls answered to time, missed its target in January 2022, however, this is now back within target, and this is expected to continue following process improvements made during February 2022.

IT

10. As Mendip have now transformed to be part of the Capita shared service, Mendip's performance has been reported as part of the overall KPI and PI performance for the first time.
11. KPI001 – Maintain availability of internal facing business critical services - the target is 99.99% and, in February, there is reported a marginal failure at 99.98%. This was due to a multiclient issue on the Oracle Linux Virtualisation Manager Host.
12. PI004 – Maintain timely resolution of service requests - the target is 90% and the supplier has achieved 86.00%. This is due to a number of Mendip aged tickets being closed in the month and should not impact March 2022.

REVENUES & BENEFITS

13. There are no monthly or quarterly PIs to report against. A view on the monthly trajectory against the agreed annual targets is tabled with Authorities each month, to support in-year monitoring and performance management.
14. Across all Local Authorities, Council Tax recovery rates have been impacted by the economic conditions created by Covid and the drive in 2021 to take steps to recommence recovery. The expectation is that each of the 5 Councils will achieve collection rates higher than 20/21

15. Benefits New Claims is currently performing well against the trajectory and is on track to be achieved at the end of the year. Change of Circumstances is performing well although the impact of the 2 DWP backlogs of Universal Credit notifications (in May and October) on overall workload, has made the achievement of the annual target more difficult. We will continue to review this monthly through the Service Improvement Group.

OFF CONTRACT, ADDITIONAL WORK

16. In addition to contract items, Capita have been working jointly with some or all Authorities on Government responses to Covid-19 or the cost-of-living crisis. In the past 6 months, this has included:

- Administering Test and Trace Self-Isolation Payments for Hart, Mendip, South Oxfordshire, and Vale of White Horse. This has been ongoing since 2020.
- Processing Omicron Grants for Hart, South Oxfordshire, and Vale of White Horse District Council. This scheme was announced late in December 2021 and is being run until March 2022.
- Supporting development of Covid Additional Relief Fund (CARF) schemes, again announced December 2021, which will need to be applied by or before September 2022. This is for all 5Cs Authorities.
- Administering Extended Business Rates reliefs for all 5Cs Authorities.
- Supporting development of plans for the £150 Energy / Council Tax Rebate scheme, announced earlier this year, and due to commence from April 2022. Initial communications have already been delivered, via annual billing and amended websites / telephony.

17. Capita support on these items, all additional to the main contracted services, has been invaluable.

RECTIFICATION PLANS

18. 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.
INC000007847237	IT	EHDC E-mail Inbox Compromised	Substantive corrective actions, including introduction of multi-factor authentication, have been delivered. Remaining actions are in train, under oversight from IT Client.

Climate and ecological impact implications

19. No specific impacts.

Financial Implications

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

Legal Implications

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

Risks

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

Other Implications

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

Conclusion

24. The following recommendations are tabled to the Committee:

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

Background Papers

None supplied (excluding stated appendices).

Appendix A: Performance Information

CUSTOMER SERVICES KPIs/Pis

Monthly - KPI02 - % First Time Resolution - R&B											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	99.85%	100%	100%	100%	100%	91%	93%	94%	93%	94%	91%
South Oxfordshire	100%	100%	100%	100%	100%	93%	94%	95%	96%	96%	93%
Vale of White Horse	97.06%	100%	100%	100%	100%	93%	95%	95%	95%	95%	94%
Mendip	100%	100%	100%	100%	100%	93%	94%	95%	95%	95%	92%
Havant	100%	100%	100%	100%	100%	88%	90%	91%	90%	91%	94%
Hart	100%	100%	100%	100%	100%	85%	88%	88%	80%	88%	86%

Monthly - KPI03 - % First Time Resolution - Non R&B											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	99.83%	99.25%	99.46%	99.76%	99.43%	99.40%	99.60%	99.70%	100.00%	100.00%	100.00%
Mendip	99.71%	100.00%	99.97%	99.96%	99.96%	100.00%	100.00%	100.00%	100.00%	99.00%	100.00%
Havant	99.90%	98.52%	99.09%	99.60%	99.01%	99.00%	99.00%	99.00%	100.00%	100.00%	100.00%

Monthly - PI001 - % Email Responses on time											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	99.85%	99.62%	99.90%	99.63%	99.79%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Mendip	99.95%	99.43%	99.95%	99.29%	99.75%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Havant	99.73%	99.85%	99.87%	99.87%	99.82%	100.00%	100.00%	100.00%	100.00%	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	Nov-21	Dec-21	Jan-22	Feb-22
Overall	64.90%	59.90%	34.56%	48.65%	55.52%	56.00%	77.00%	83.00%	90.00%	82.00%	86.00%
South Oxfordshire & Vale of White Horse	91.70%	91.82%	92.12%	96.41%	90.96%	91.00%	95.00%	96.00%	100.00%	95.00%	98.00%
Mendip	78.28%	67.89%	74.88%	76.31%	64.14%	64.00%	76.00%	83.00%	91.00%	78.00%	89.00%
Havant	52.21%	45.74%	12.95%	26.59%	45.66%	46.00%	77.00%	80.00%	87.00%	80.00%	82.00%

Monthly - PI003 - % Calls Answered in 50 seconds - Out of Hours											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	83.77%	87.94%	82.08%	81.41%	83.19%	83.00%	75.00%	82.00%	79.00%	74.00%	80.00%
South Oxfordshire	81.48%	86.84%	80.68%	79.17%	85.14%	85.00%	80.00%	82.00%	77.00%	69.00%	74.00%
Vale of White Horse	82.00%	82.61%	80.68%	82.14%	80.26%	80.00%	61.00%	81.00%	82.00%	84.00%	83.00%
Mendip	88.00%	92.98%	85.94%	85.11%	84.09%	84.00%	83.00%	83.00%	79.00%	68.00%	82.00%

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	Nov-21	Dec-21	Jan-22	Feb-22
Overall	84.21%	86.11%	88.85%	81.82%	66.73%	67.00%	63.00%	64.00%	75.00%	58.00%	62.00%
South Oxfordshire	88.33%	83.20%	91.88%	89.95%	64.86%	65.00%	67.00%	63.00%	73.00%	66.00%	70.00%
Vale of White Horse	87.75%	82.46%	90.61%	89.53%	64.43%	64.00%	64.00%	61.00%	73.00%	53.00%	57.00%
Mendip	84.14%	88.51%	84.22%	77.48%	73.00%	73.00%	63.00%	69.00%	80.00%	59.00%	59.00%
Hart	76.89%	88.69%	88.53%	68.75%	62.96%	63.00%	67.00%	71.00%	75.00%	56.00%	65.00%
Havant	79.77%	90.58%	90.17%	84.32%	66.67%	67.00%	57.00%	59.00%	70.00%	57.00%	64.00%

Quarterly - KPI004 - % Customer Satisfaction			
	Jun-21	Sep-21	Dec-21
Overall	94.72%	99.00%	97.00%
South Oxfordshire	96.30%	100.00%	97.00%
Vale of White Horse	100%	100%	100%
Mendip	86.00%	100.00%	97.00%
Havant	96.10%	100.00%	100.00%
Hart	97.01%	93.00%	96.00%

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	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Mendip	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Hart	100%	100%	100%	100%	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	Nov-21	Dec-21	Jan-22	Feb-22
Overall	0	0	0	0	0	0	0	0	0	0	0
South Oxfordshire	0	0	0	0	0	0	0	0	0	0	0
Vale of White Horse	0	0	0	0	0	0	0	0	0	0	0
Mendip	0	0	0	0	0	0	0	0	0	0	0
Havant	0	0	0	0	0	0	0	0	0	0	0
Hart	0	0	0	0	0	0	0	0	0	0	0

Quarterly - KPI001 - % Achievement of 5 Day Search Target			
	June	Sep	Dec
Overall	64.01%	66.40%	66.10%
South Oxfordshire	63.35%	66.40%	66.90%
Vale of White Horse	63.58%	66.20%	66.00%
Mendip	64.91%	67.20%	65.80%
Havant	64.64%	65.30%	64.50%
Hart	63.45%	66.20%	66.80%

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

IT KPIs/PIs

Monthly - KPI01 - % Internal Service Availability											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.98%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.94%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.94%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Mendip											100%

Monthly - KPI02 - % External Service Availability											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Mendip											100%

Monthly - KPI03 - % External Service Availability OOH											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	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	Nov-21	Dec-21	Jan-22	Feb-22
Overall	97.58%	97.00%	97.16%	96.50%	94.07%	79.00%	87.00%	96.00%	93.00%	97.00%	93.00%
South Oxfordshire	97.14%	97.14%	97.66%	96.49%	94.36%	82.00%	88.00%	95.00%	95.00%	97.00%	94.00%
Vale of White Horse	97.14%	97.14%	97.66%	96.49%	94.36%	82.00%	88.00%	95.00%	95.00%	97.00%	94.00%
East Hampshire	98.00%	97.00%	96.49%	97.00%	93.66%	75.00%	85.00%	97.00%	92.00%	97.00%	98.00%
Havant	98.00%	97.00%	96.49%	97.00%	93.66%	75.00%	85.00%	97.00%	92.00%	97.00%	98.00%
Mendip											87.00%

Monthly - PI004 - % Achievement of Service Requests to Target											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	97.55%	97.50%	97.64%	97.50%	99.17%	96.00%	98.50%	99.00%	99.00%	98.00%	86.00%
South Oxfordshire	97.72%	97.60%	97.69%	99.00%	100.00%	97.00%	99.00%	99.00%	99.00%	97.00%	92.00%
Vale of White Horse	97.72%	97.60%	97.69%	99.00%	100.00%	97.00%	99.00%	99.00%	99.00%	97.00%	92.00%
East Hampshire	97.14%	97.14%	97.59%	96.00%	98.52%	95.00%	98.00%	99.00%	99.00%	99.00%	98.00%
Havant	97.14%	97.14%	97.59%	96.00%	98.52%	95.00%	98.00%	99.00%	99.00%	99.00%	98.00%
Mendip											68.00%

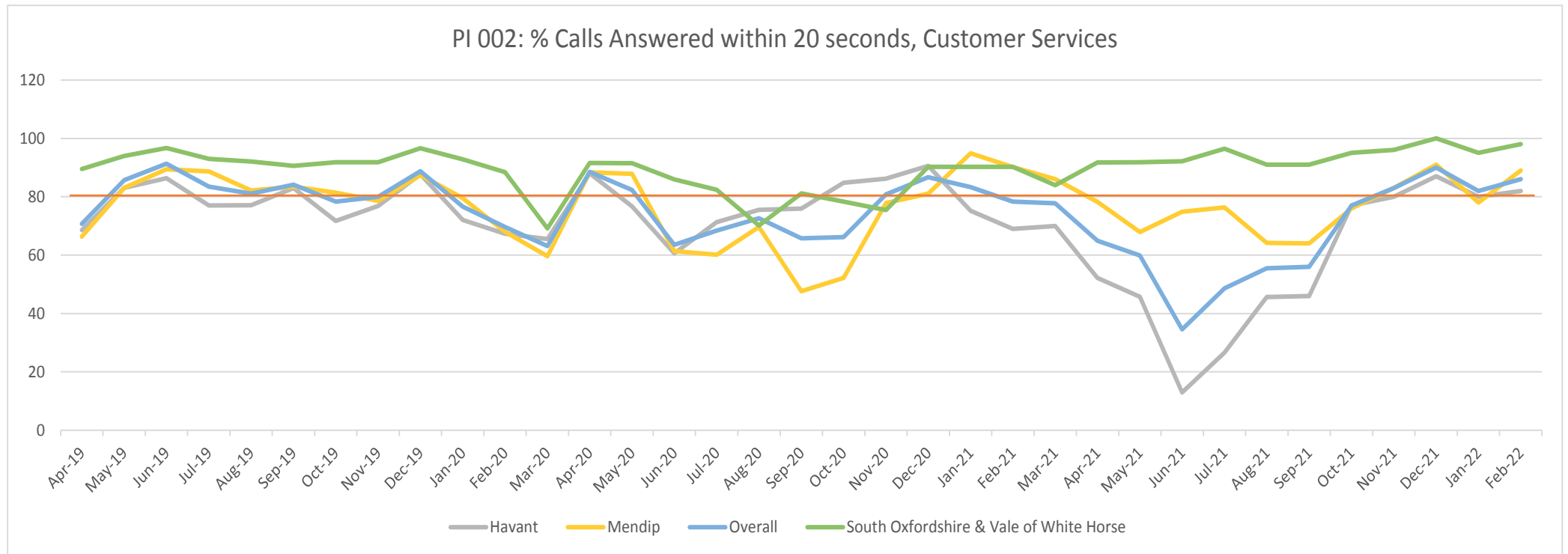
Monthly - PI001 - % Delivery of Patch Management to Target											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	97%	100%	100%	100%	100%	100%	100%	100%

Monthly - KPI04 - % Management of P1 Incidents to Target											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%

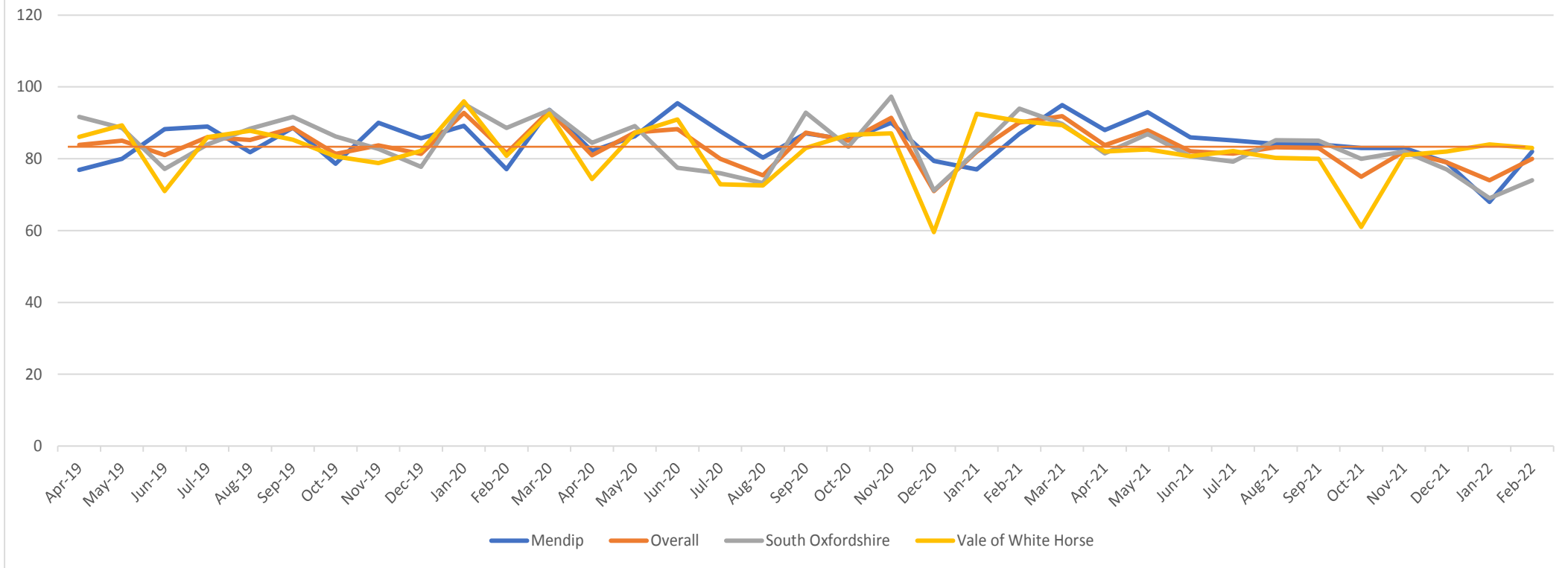
Monthly - PI005 - % Delivery of Change Requests to Target											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	100%	100%	100%	100%	100%	100%	98%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%	96%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%	96%	100%	100%	100%	100%
Mendip											100%

Monthly - PI006 - % Achievement of First Time Fixes to Time											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Overall	66.00%	61.00%	87.24%	95.15%	92.31%	94.00%	92.00%	93.00%	92.00%	92.00%	90.00%
South Oxfordshire	62.36%	61.44%	89.40%	95.80%	90.85%	96.00%	93.00%	94.00%	91.00%	92.00%	98.00%
Vale of White Horse	62.36%	61.44%	89.40%	95.80%	90.85%	96.00%	93.00%	94.00%	91.00%	92.00%	98.00%
East Hampshire	70.00%	61.36%	85.71%	94.58%	93.36%	91.00%	90.00%	91.00%	92.00%	92.00%	95.00%
Havant	70.00%	61.36%	85.71%	94.58%	93.36%	91.00%	90.00%	91.00%	92.00%	92.00%	95.00%
Mendip											78.00%

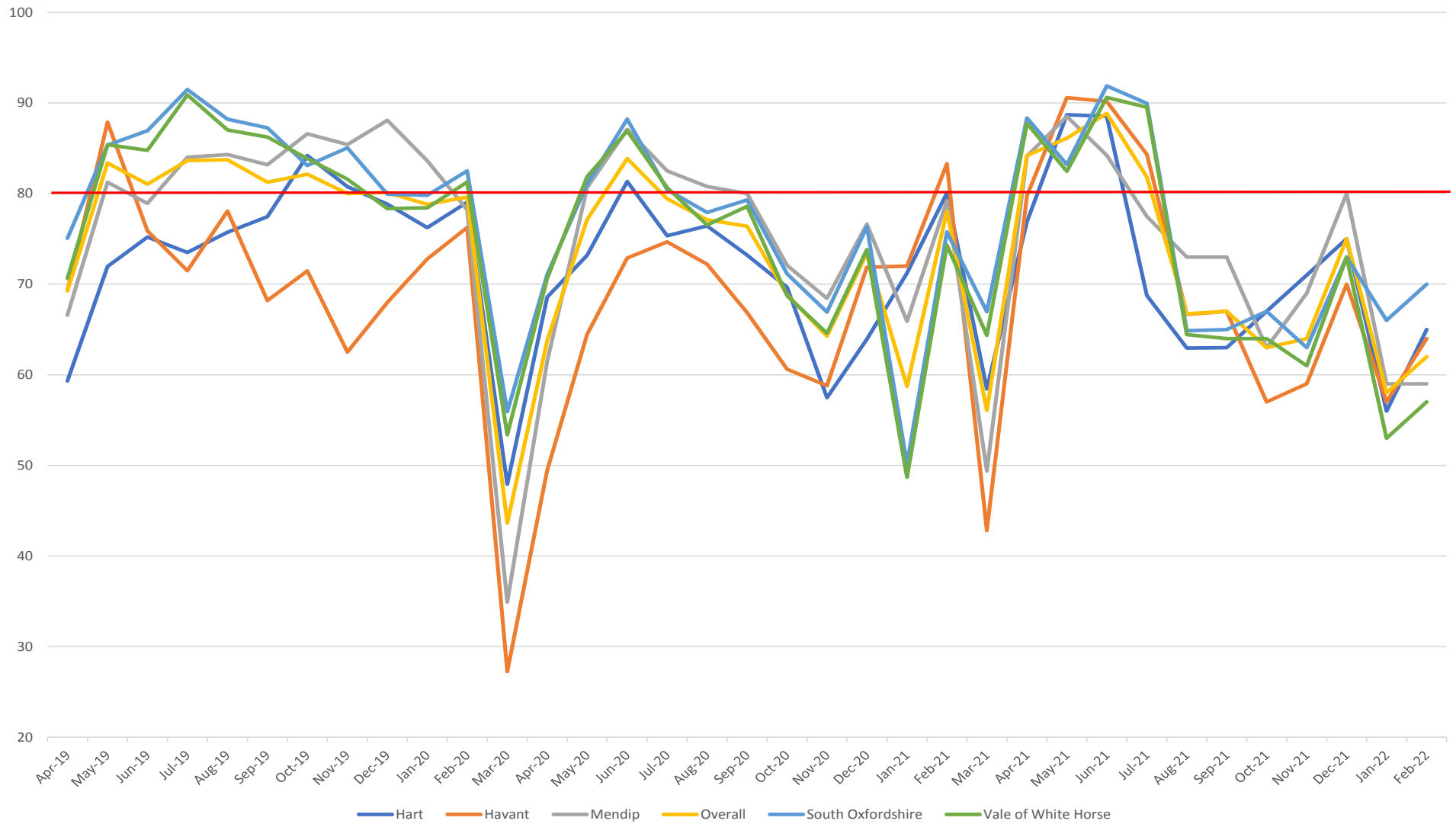
Appendix B – Trend Graphs for Customer Services Measures



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