

Agenda

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Date: 06 September 2022

AN INFORMAL MEETING OF

Five Councils Partnership Corporate Services Joint Committee Members

WILL BE HELD ON WEDNESDAY 14 SEPTEMBER 2022 AT 2.00 PM AS A VIRTUAL MEETING

This meeting shall be hosted by South Oxfordshire District Council and it will be streamed live at the following YouTube channel:

<https://www.youtube.com/c/SouthandValeCommitteeMeetings>

Members of the Joint Committee:

Vale of White Horse District Councillors: Neil Fawcett and Debby Hallett
South Oxfordshire District Councillors: Pieter-Paul Barker and David Rouane
Hart District Councillors: Peter Wildsmith and Chris Axam
Havant Borough Councillor: Tim Pike and Lulu Bowerman
Mendip District Councillors: Liz Leyshon and Ros Wyke

ITEM:

1 Opening announcements

Lead officer will open the meeting.

2 Chairs announcements and urgent business

To receive chair's announcements and any business considered urgent by the chair.

- a. Confirmation of Chair for this meeting
- b. Confirmation of a Vice Chair

3 Apologies for absence

To receive apologies for absence from committee members and notification of substitute members.

4 Declaration of interests

To receive declarations of disclosable pecuniary interests, other registrable interests and non-registrable interests or any conflicts of interest in respect of items on the agenda for this meeting.

5 Minutes of the last meeting (Pages 4 - 7)

For committee to review the minutes of the meeting held on 22 June 2022 and consider whether they reflect an accurate record of the meeting.

REPORTS AND PRESENTATIONS FOR THE CONSIDERATION OF THE COMMITTEE

6 Capita Performance and Strategy Briefing (Pages 8 - 17)

Capita representatives will provide a presentation, advising committee on performance and future work plans.

7 Customer services update

Committee will be provided with a verbal update on customer services.

8 Governance review paper (Pages 18 - 23)

A review of governance was undertaken to reflect the changes to the contract since it was entered into. Paper provided to inform committee of the proposed changes.

9 Any other business

10 Exclusion of the Public

To consider whether to exclude members of the press and public from the meeting for the following item of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that:

- (i) it involves the likely disclosure of exempt information as defined in paragraphs 1-7 Part 1 of Schedule 12A of the Act, and
- (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11 Update on the Somerset Unitary Authority

Verbal update from Mendip.

12 Havant and East Hampshire - ending of the Joint Management Agreement

A verbal update will be given.

13 Strategic IT update

A verbal update from the Commercial Director for 5CP.



Minutes

OF A MEETING OF THE



Five Councils Partnership Corporate Services Joint Committee Members

HELD ON WEDNESDAY 22 JUNE 2022 AT 2.00 PM

THIS MEETING WAS HELD IN A VIRTUAL FORMAT, VIA MICROSOFT TEAMS

<https://www.youtube.com/watch?v=cgORhG8QWHI>

Present:

Committee members:

Vale of White Horse District Councillors: Neil Fawcett and Debby Hallett

South Oxfordshire District Councillors: Pieter-Paul Barker and David Rouane

Hart District Councillors: Peter Wildsmith

Havant Borough Councillor: Tim Pike

Mendip District Councillors: Liz Leyshon and Ros Wyke

Officers: David Clark (Head of Law and Governance at Mendip), Karen Dhaliwal (Director, Hartley Law), Andrew Down (5CP Commercial Director), Michael Flowers (Democratic Services Officer), Matt Goodwin (Client Relationship Director), , Susan Harbour (Strategic Partnerships Manager), Claire Hughes (incoming Client Relationship Director), Jeremy Lloyd (Broadcasting Officer), Paul Merrick (5CP Head of IT)

Guests

Emma Hall (Capita Partnership Director)

3 Opening announcements

RESOLVED: to appoint Councillor Pieter-Paul Barker as chair of the meeting

The committee were also advised that the role of Client Relationship Director would be moved from Matt Goodwin to Claire Hughes.

4 Chair's announcements and Urgent Business

There were no chair's announcements and no urgent business.

5 Apologies for absence

Apologies for absence were received from Councillors Axam and Bowerman.

6 Declarations of Interest

There were no declarations of interest.

7 Previous minutes

RESOLVED: to note the minutes of the meeting on Wednesday 30 March 2022.

8 Capita Performance Report

The Client Relationship Director introduced the item. The committee were informed that the response to customer service calls had fallen short of the targets for Havant and Mendip Councils. The revenues and benefits call response time target had also not been met. There had also been a significant uplift in calls due to waste service issues at Havant, and Energy Rebates. This made it difficult to maintain service against standards, in the absence of a significant uplift in resources available.

The committee were concerned that, again, targets had not been met for calls answered to time, and that this seemed to be an ongoing issue. It was noted that during certain peak events, there was difficulty due to the limited staff available, and external influences such as decisions from the government could cause severe spikes in workloads. The lead officer assured that this was a matter which was subject to robust ongoing review. However, the concern was clearly recognised, and the committee advised that further mitigations would be considered.

The Partnership Director added that they were seeing an increase in elongated calls where one customer sought more help after their initial reason for calling had been resolved, and this contributed to the increase in waiting time for members of the public who were calling for support. In addition, the CRD added that whilst unanticipated events had led to unexpected demand, these past events provided learning opportunities so they could be better prepared in any new situation.

The Partnership Director also assured the committee that, despite an increase in length and complexity of issues needing resolving, that calls were being resolved in the first instance 90% of the time. It was noted that Covid-19 did make the situation more volatile, and the performance indicators may need adjusting.

The CRD also made reference to Revenues and Benefits performance. One omission noted was annual figures for Housing Benefits Overpayments. However, a positive picture was indicated with a net reduction in overpayments outstanding of £1.2M. The committee asked, the reduction of £1.2m, how much was outstanding as a total. The officer clarified that the original position had been £11.46m in overpayments which was reduced to £9.8m.

A second question followed asking whether officers were content with the charging for off-contract work. The officer responded that change control processes were followed, and the requirements were developed jointly with councils, who then agreed requirements for solutions with Capita. Governance here was overseen by all authorities and was deemed robust.

The committee requested that future reports should include more information on the average call time rather than solely a percentage. In addition, the committee asked for more quality indicators for topics such as the number of calls abandoned.

RESOLVED: to note the Capita performance report.

9 Capita Strategy Briefing

The Account Director introduced the item, and the committee received a presentation on the strategic review. The committee were told that since the start of the contract, the landscape within the services had changed, with Covid-19 having altered the way in which employees were working. Ongoing work including the IT Roadmap and Mendip's incorporation into the Somerset Unitary would have a key bearing on the 2022-2025 direction. The committee were told that the Capita continued to work towards meeting the core ambitions of the service delivery plan and were given an update on the ongoing delivery of the plan, and their incorporation into meeting the annual plan. The Account Director provided an update on how Capita was looking ahead over the 2022-2025 period in order to support the scope of the contract and shape the priorities for the core services over the next two-three years, alongside supporting the wider strategic aims of the five councils.

RESOLVED: to note Capita strategy briefing.

10 Customer Satisfaction Survey

The Partnership Director introduced the item and provided the committee with an update on the existing work on the customer satisfaction survey. The committee were informed that the new survey would provide more tailored questions and replicated a tried and tested style used by the Local Government Association. The results of the feedback stage would be used to then transition into a pilot period, where the data collected would help make changes based on the feedback of approximately 200 customers.

RESOLVED: to note the customer satisfaction survey update and for further updates to follow.

11 Dates of meetings in 2022-23

The Chair informed the committee that the next meetings in the current year were scheduled for 14 September 2022 and 23 November 2022.

The Client Relationship Director added that the current intention was for the November meeting to be held in-person. The committee whilst only required to meet in-person once a year, would have a budget setting item in November and so the committee would need to decide whether to have September's meeting virtually, or hold both September and November meetings in-person.

RESOLVED: to note the date of meetings in 2022-23.

12 Exclusion of the public

In accordance with Part 1 of Schedule 12A 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006, the committee agreed to exclude the press and public from the meeting.

RESOLVED: to exclude members of the press and public on the grounds that:

- a. It involved the likely disclosure of exempt information as defined in paragraphs 1-8
- b. The public interest in maintaining the exemption outweighed the public interest in disclosing the information.

13 Contract Finance Summary

The committee noted the contract finance summary.

14 Update on the Somerset Unitary Authority

The committee noted the update on the Somerset Unitary Authority

15 Havant and East Hampshire - ending of the Joint Management Agreement

The committee noted the ending of the joint management agreement at Havant and East Hampshire.

16 Update on the situation with Strategic IT initiatives project

The committee noted the update on the Strategic IT initiatives project.

The meeting closed at 3.42 pm

Chair

Date



August Performance Report & Strategic Update

5 Councils

Strategic Management Board (26 August 2022)



Contents

1. Performance (July):

- Land Charges
- Customer Services
- Revenue & Benefits
- IT

2. Strategic Update



July Performance Report

Land Charges

- All PIs achieved in month
- Looking forward – Preparations to move part of the Land Charges local government function to HMLR over the period 2023 to 2025. At the request of the Authorities, Capita have completed and submitted the technical part of HMLR's service assessment forms and the documents sent to each authority.

Customer Services

The Resolution of calls for customers telephoning the contact centre remains at 90%+ however, the volume and the increased length of calls is having an impact on the speed to answer. A number of tactical changes have been made to try and reduce the volume of calls such as changes to IVR, websites and the introduction of a dedicated Energy Rebate phone line. Customers, however, still need to speak to an adviser and are often presenting with increasingly complex queries which are taking longer to deal with and is reflected in the significant increase in average handling times.

The current economic climate means that we are not forecasting that customer demand (particular in Revenues and Benefits) will reduce in the short term. We are, therefore, currently putting together an Options Paper for the Authorities to consider. In the meantime, as a temporary measure we have also increased the number of advisers in the contact centre which has started to have a positive impact in to August and will form part of the analysis for the Options Paper.

Revenue and Benefits

As anticipated, the work to administer the Energy Rebate scheme has been a priority since April with 183,463 payers successfully paid the rebate across all of the 5 Councils (including cases where a credit has been added to the CTAX account). We are now administering the Discretionary rebates on behalf of the Authorities with payments beginning mid-August and expect this to be completed by the end of September. We are also administering refunds on behalf of the authorities where CTAX accounts are in credit as a result of the scheme.

The administration of the additional central government schemes has been a priority of the R&B service over the last few months. The table below shows a snapshot of the work undertaken

Scheme	Administration	Value
Test & Trace Scheme	5694 Applications	£0.5M paid
Omicron Business Grants	805 Applications	£2.3M paid
Energy Rebate Scheme- Direct Debit Payers & applicants	157,676 customers paid	£23.2 paid
Energy Rebate Scheme – CTAX account credits	25,787 customer accounts credited	£3.9m paid

IT Services

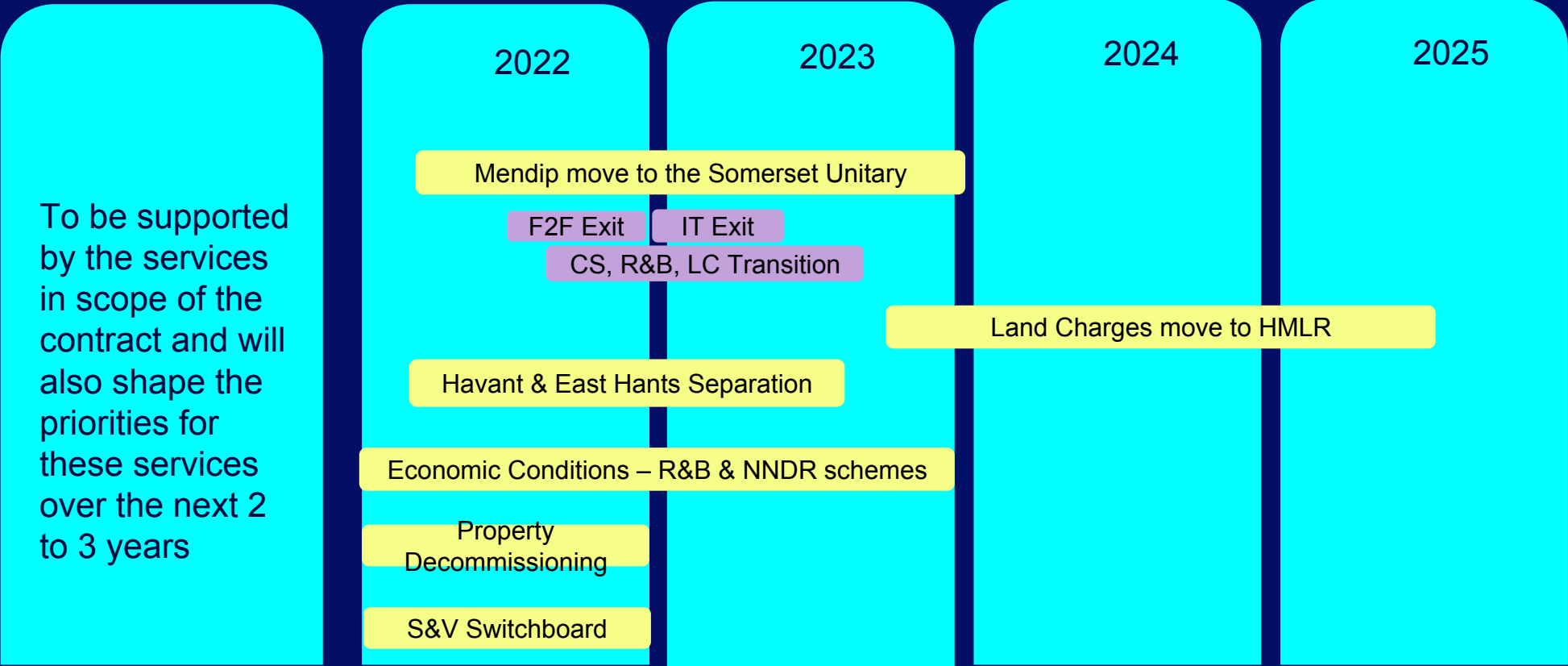
All KPIS and PIs have been achieved in month with the exception of KPI-04 – resolution of P1 incidents.

- (i) Global Protect connectivity issues - his affected South Oxfordshire and Vale of White Horse. At the time of writing further Root Cause Analysis (RCA) is being undertaken
- (ii) Dorset Scam Email – a draft version of the Rectification Plan and the Cyber Incident Report have been shared with the client, a final version will be produced once the full RCA has been completed.

Capita

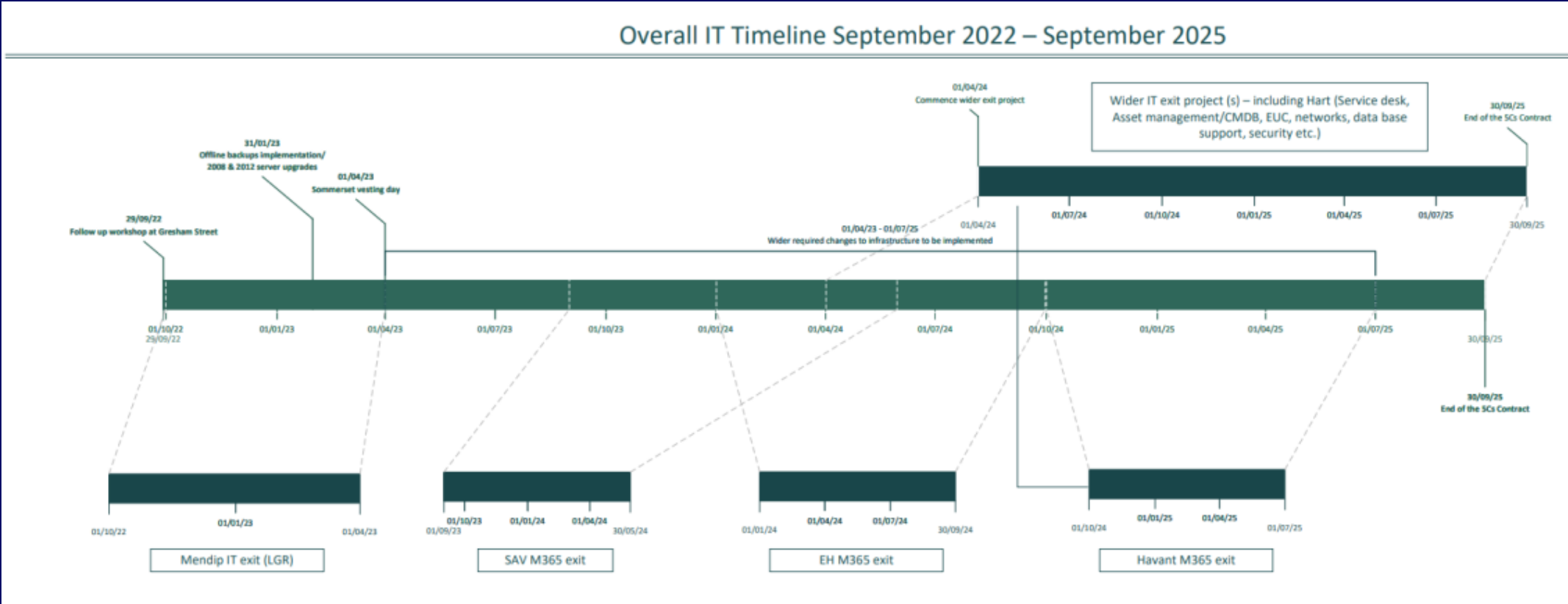
Strategic Update

Looking ahead: Supporting Corporate Targets



To be supported by the services in scope of the contract and will also shape the priorities for these services over the next 2 to 3 years

Looking Ahead – IT Roadmap



Provisional timeline developed to reflect each Authorities’ wider corporate ambitions. A further workshop to be held on 29th September to discuss in more detail.

Joint Committee of the Capita Corporate Services Contract



Report of Client Relationship Director

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To: 5CP Corporate Services Joint Committee Members

DATE: 31 August 2022

Capita Corporate Services Contract Governance Review

Recommendation(s)

It is recommended that Joint Committee note the following changes to the governance structure of the Capita contract:

- 1) Joint Committee to meet annually, down from quarterly currently. The Committee, whilst not being a formal decision-making body, provides budgetary oversight and continues the spirit of partnership working whilst keeping Members informed on the contract.
- 2) Strategic Management Board (SMB) to meet annually or as required during the year. The process for obtaining SMB approval on important strategic matters that cannot wait until the annual meeting to be fully set out in a redrafted Inter Authority Agreement (IAA).
- 3) Joint Tactical Board (JTB) and Operational Management Board (OMB) to meet quarterly, with virtual sign off on change controls as required in between meetings. The mechanism to agree matters in between meetings to be set out in a redrafted IAA.
- 4) Service Improvement Group (SIG) to continue to meet monthly, with the option to include the Land Charges Service Group in the monthly meetings as the HMLR project moves into its main delivery phase.
- 5) IT Strategy Board and IT Operational Board meetings to continue without change.
- 6) The Commercial Director to take on the strategic lead for all client team staff.
- 7) All the above changes to be incorporated into a redrafted IAA. This will also capture the Section 151 officers' true up agreement, the ongoing arrangements regarding the Zellis payroll bureau and software contract and how Somerset Council and East Hants are accommodated within the contract or otherwise moving forward.

Purpose of Report

1. The purpose of this paper is to set out proposed changes to the governance of the Capita contract.
2. The governance structure embedded in the Capita contract and the IAA between the authorities reflected the original scope of the contract and provided for a potential future expansion of the contract encompassing other authorities and services. It also provided for the "lot 2 services" to be delivered by Vinci.

3. The Vinci contract was terminated back in 2018 and the Capita contract has reduced in size and scope since its inception in 2016. The contract now consists of Revenues & Benefits, Land Charges and IT for all authorities, and Customer Services for just a few of the authorities.
4. Following a meeting of the Chief Executives, a review of the governance has been undertaken and this paper sets out recommendations to streamline it.
5. This paper has been reviewed by the 5 Councils Monitoring Officers and the contract external legal advisor. It has been shared with the Capita contract leads who are supportive of the changes.
6. It has been considered and approved by JTB and SMB.

Strategic Objectives

7. The review of governance arrangements for the Capita Corporate Services contract is key to ensuring the continuation of the inter authority partnership through appropriate decision making processes.

Background

8. It is proposed that EHDC representatives will continue to attend the OMB so that they can be briefed on contract developments, with EHDC's S151 and Monitoring officers still being invited to the monthly meetings of these officer groups. These meetings are non-decision-making groups and will enable East Hants to be consulted as appropriate.
9. Consideration will also need to be given to how Somerset Council is represented following vesting day in April 2023 as the current levels of senior officer involvement will not be appropriate for a Unitary authority of Somersets size. To ensure appropriate levels of officer representation, the redrafted IAA will need to be worded in such a way that senior officers can delegate as appropriate for the attendance of key meetings.

Financial Implications

10. There are no financial implications arising from this report.

Legal Implications

11. The proposed changes will be subject to formal approval by each authority.
12. A project will commence to fully redraft the current iteration of the IAA. This will capture all governance changes and will also incorporate a number of other key changes that are arising over the coming months. These are, most notably, the agreement between the S.151 officers on revised apportionment figures following the conclusion of the 'Truing Up' exercise, the ongoing arrangements regarding the Zellis payroll bureau and software contract and the accommodation of EHDC within partnership governance in light of the separation occurring between them and Havant.

13. In consultation with the authorities Monitoring Officers, the External Solicitor will lead on the redrafting of the IAA to incorporate all changes listed above.

Risks

14. There is a need to ensure that decisions on the contract are taken in a timely manner. Reducing the frequency of meetings could impact on that timeliness. This risk has been mitigated by enabling the CRD to call an urgent meeting of SMB or JTB and also ensuring that decisions can be made virtually, between meetings, with the decision then being captured in the formal minutes of the subsequent meeting. SMB

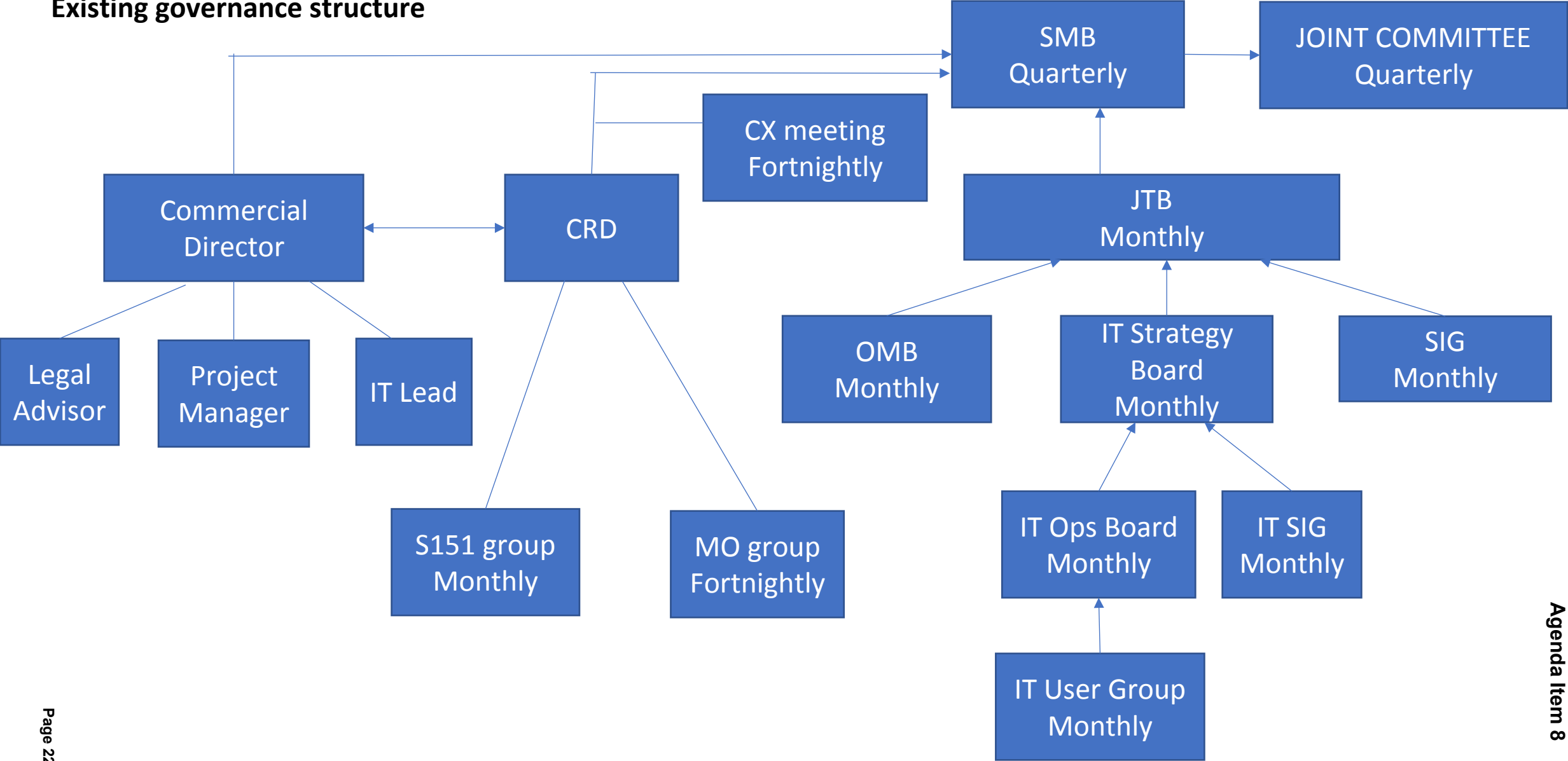
Conclusion

15. This review will streamline the governance of the Capita contract to enable authorities to make best use of their staff resources yet will still provide effective oversight and management of the contract. The revised structure is appended to this paper.

Background Papers

- Nil

Existing governance structure



Proposed governance structure

