

# Joint Committee of the Capita Corporate Services Contract

Report of Client Relationship Director

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DATE: 24 November 2022

## Capita Performance Report April – September 2022

### Recommendation(s)

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

### Purpose of Report

1. This report presents the summary of performance across all services within the Capita contract from the month of April 2022 to September 2022 inclusive.

### Strategic Objectives

2. A regular review of contract performance ensures that Capita is delivering to the authorities contracted requirements.

### Background

3. 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 (KPI) and Performance Indicators (PI).

4. 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.
5. The reported data covers the period from the month of April 2022 to September 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.
6. The commentary below relates mainly to the exceptions.

## **Financial Implications**

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

## **Service Level Commentary**

### Land Charges

8. Land Charges has met all its performance measure.

### Customer Services

9. PI 002 calls answered in 20 seconds continues to fail. During the summer period this was due to a continued increase in Havant customer calls being driven by service failures around missed bins. In June Mendip also saw a 50 percent increase in their call volumes due to the annual garden renewals. Whilst speed to answer was failed a first-time resolution rate of 100 percent was achieved. Performance improved towards the end of the summer period as a result of improvements in council waste collection services as well as Capita providing additional temporary staff at no cost to the authorities.
10. PI004 answering of Revenues and Benefits calls also continues to fail. The customer service team have seen a significant increase in the number of calls as well as an increase in the length of calls; the average length of a call has increased by 58 seconds. This is primarily due to the complexity of customer enquiries, particularly caused by the cost of living crisis. The first time resolution rate stands at 95 percent as customer services advisers work to help customers with these complex enquiries.
11. To try to reduce the number of customers requiring support from the main Revenues and Benefits phone line, mitigating actions have been taken with additional information on websites, Interactive Voice Response (IVR) and a dedicated Energy Rebate phone line but customers are still requiring an adviser.
12. The Out of Hours service achieved 79 percent against a target of 80 percent In August – this was the equivalent of 1 call being answered outside of target and is affected by customers who abandon before the 50 seconds.
13. Capita has submitted a costed options paper to increase the number of staff in the contact centre which the authorities are currently considering.

IT

14. During the first six months of this year, IT has met its KPIs and PIs except, on occasion, for KPI 004, resolution of Priority One incidents such as:
- (i) Global Protect connectivity issues – an upgrade was required by the vendor and the incorrect configuration was applied, this 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.
  - (iii) A failed cable at the Capita Data Centre. A Post Incident Report (PIR) has been completed and the Problem Management Team are working to understand why alerting was not picked up.

Revenues and Benefits

15. The discretionary Energy Rebate Scheme was delivered during the first six months of the year and was completed on schedule by the end of September.
16. Benefits performance against the monthly trajectory continues to look positive.
17. Collection Rates for Council Tax are ahead of the same point last year. Due to the difficult economic conditions, it is too early to say whether this collection trend will be sustained during the year.
18. It is anticipated that the Royal Mail strikes will have an impact on the Revenues and Benefits team. The authorities have issued out alerts on their websites and the Capita team will begin all emails with a message to prompt customers to send in any mail they need to quickly, noting the impact that the strike activity will have.

**Rectification Plans**

19. In the first six months of his year one rectification plan has been closed and two existing remain open. A new rectification plan has been requested for errors regarding Mendip’s Socrata data.

<b>Ref.</b>	<b>Area</b>	<b>Default</b>	<b>Update</b>
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. Action is underway to deal with customer specific issues on a case-by-case base. This is updated within South and Vale, on a regular basis for monitoring purposes, and to assess ongoing impacts

RP1 - 2022	Land Charges	Socrata data	A Rectification Plan has been received by the authorities and is currently being reviewed.
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### **Legal Implications**

20. There are no legal implications arising from this report

### **Risks**

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

### **Other Implications**

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

### **Conclusion**

23. This report presents the summary of performance across all services within the Capita contract from the month of April 2022 to September 2022 inclusive. Performance generally remains in line with contract expectations, with the exception of customer services call answering.

### **Background Papers**

- Nil

## Appendix A: Performance Information

### Customer Services

#### Resolution - Non R&B

Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
100.00%	100.00%	100.00%	99.50%	100.00%	100.00%	100.00%	99.50%	99.00%	99.00%
100.00%	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
100.00%	100.00%	100.00%	99.00%	99.00%	99.00%	100.00%	99.00%	99.00%	99.00%

#### Resolution - R&B

Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
93%	94%	91%	100%	93%	94%	95%	93%	93%	93%
96%	96%	93%	100%	95%	96%	96%	94%	95%	94%
95%	95%	94%	100%	95%	96%	96%	94%	95%	94%
95%	95%	92%	100%	94%	96%	96%	97%	95%	95%
90%	91%	94%	100%	91%	91%	93%	87%	86%	89%
80%	88%	86%	100%	88%	89%	90%	86%	92%	91%

#### onses on time

Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
100.00%	100.00%	100.00%	100.00%	100.00%	99.00%	100.00%	100.00%	99.00%	100.00%
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

#### Monthly - PI002 - % Calls Answered within 20 seconds

	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Overall	77.00%	83.00%	90.00%	82.00%	86.00%	44.00%	62.00%	64.00%	47.00%	63.00%	75.00%	83.00%
S&V	95.00%	96.00%	100.00%	95.00%	98.00%	73.00%	86.00%	79.00%	70.00%	85.00%	83.00%	87.00%
Mendip	76.00%	83.00%	91.00%	78.00%	89.00%	79.00%	86.00%	72.00%	41.00%	53.00%	86.00%	88.00%
Havant	77.00%	80.00%	87.00%	80.00%	82.00%	31.00%	49.00%	57.00%	51.00%	70.00%	68.00%	80.00%

#### Monthly - PI003 - % Calls Answered in 50 seconds - Out of Hours

	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Overall	75.00%	82.00%	79.00%	74.00%	80.00%	84.00%	84.00%	82.00%	84.00%	86.00%	79.00%	82.00%
SODC	80.00%	82.00%	77.00%	69.00%	74.00%	85.00%	81.00%	71.00%	81.00%	78.00%	81.00%	83.00%
VoWH	61.00%	81.00%	82.00%	84.00%	83.00%	83.00%	81.00%	83.00%	83.00%	96.00%	81.00%	84.00%
Mendip	83.00%	83.00%	79.00%	68.00%	82.00%	84.00%	88.00%	86.00%	85.00%	84.00%	74.00%	80.00%

#### Monthly - PI004 - % Council Tax and Benefits Calls Answered within 20 seconds

	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Overall	63.00%	64.00%	75.00%	58.00%	62.00%	47.00%	42.00%	40.00%	39.00%	48.00%	50.00%	59.00%
SODC	67.00%	63.00%	73.00%	66.00%	70.00%	57.00%	48.00%	49.00%	45.00%	50.00%	48.00%	70.00%
VoWH	64.00%	61.00%	73.00%	53.00%	57.00%	54.00%	46.00%	46.00%	42.00%	44.00%	46.00%	70.00%
Mendip	63.00%	69.00%	80.00%	59.00%	59.00%	41.00%	48.00%	42.00%	44.00%	54.00%	53.00%	54.00%
Hart	67.00%	71.00%	75.00%	56.00%	65.00%	50.00%	34.00%	40.00%	30.00%	22.00%	23.00%	33.00%
Havant	57.00%	59.00%	70.00%	57.00%	64.00%	30.00%	22.00%	16.00%	25.00%	54.00%	73.00%	53.00%

#### Quarterly - KPI004 - % Customer Satisfaction

	Sep-21	Dec-21	Mar-22	Sep-22
Overall	99.00%	97.00%	92.60%	93.00%
SODC	100.00%	97.00%	97.00%	100.00%
VoWH	100%	100%	100%	100%
Mendip	100.00%	97.00%	94.00%	88.00%
Havant	100.00%	100.00%	100.00%	93.00%
Hart	93.00%	96.00%	92.00%	100.00%

**LAND CHARGES KPIs/PIs**

Monthly - PI002 - % Local Land Registrations completed on time													Monthly - PI003 - Complaint Volumes													
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	
Overall	100%	100%	100%	100%	100%	99%	100%	100%	100%	100%	100%	100%	Overall	0	0	0	0	0	0	0	0	0	0	0	0	0
SODC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	SODC	0	0	0	0	0	0	0	0	0	0	0	0	0
VoWH	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	VoWH	0	0	0	0	0	0	0	0	0	0	0	0	0
Mendip	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Mendip	0	0	0	0	0	0	0	0	0	0	0	0	0
Havant	100%	100%	100%	100%	100%	94%	100%	100%	100%	100%	100%	100%	Havant	0	0	0	0	0	0	0	0	0	0	0	0	0
Hart	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Hart	0	0	0	0	0	0	0	0	0	0	0	0	0

Quarterly - KPI001 - % Achievement of 5 Day Search Target						Quarterly - PI001 - % Achievement of 8 Day Search target					
	Sep-21	Dec-21	Mar-21	Jun-22	Sep-22		Sep-21	Dec-21	Jan-22	Jun-22	Sep-22
Overall	66.40%	66.10%	65.80%	66.20%	66.40%	Overall	100%	100%	100%	100%	100%
SODC	66.40%	66.90%	66.50%	65.90%	65.70%	SODC	100%	100%	100%	100%	100%
VoWH	66.20%	66.00%	66.20%	65.90%	65.80%	VoWH	100%	100%	100%	100%	100%
Mendip	67.20%	65.80%	65.30%	66.90%	67.40%	Mendip	100%	100%	100%	100%	100%
Havant	65.30%	64.50%	64.80%	65.30%	66.50%	Havant	100%	100%	100%	100%	100%
Hart	66.20%	66.80%	66.30%	66.70%	66.40%	Hart	100%	100%	100%	100%	100%

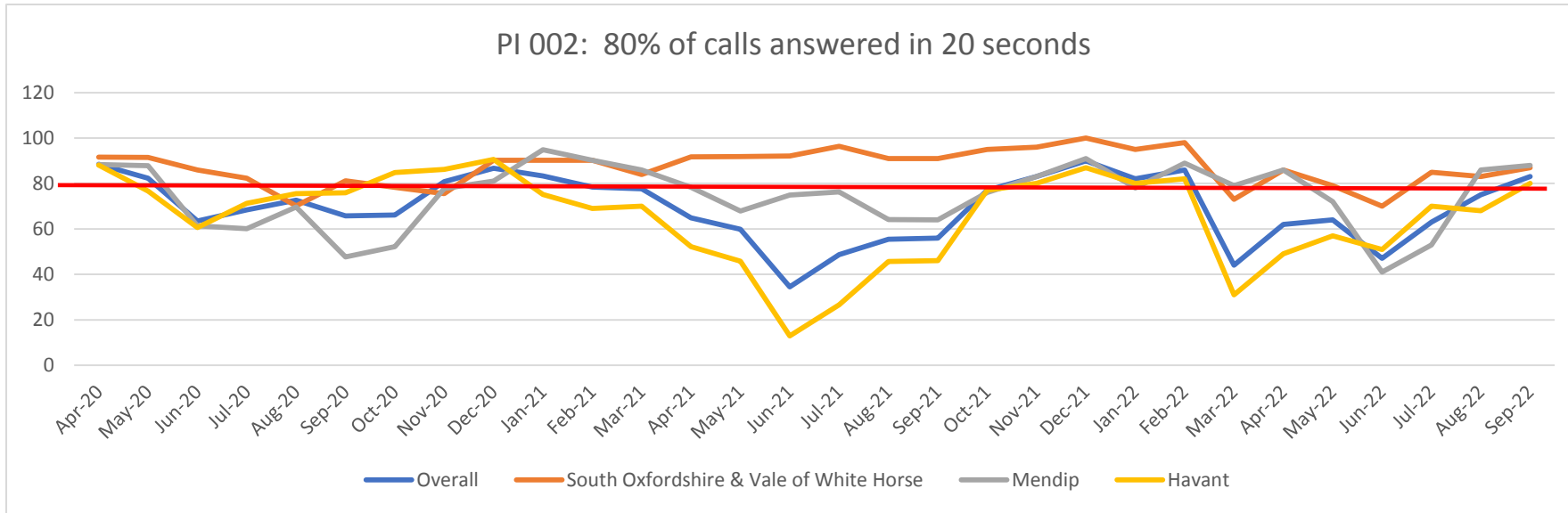
**Revenues and Benefits**

KPI 001 Benefits New Claims		KPI 002 Benefits Change of Circumstances		PI 004 - Ctax collection rate		PI 005 - NNDR collection rate	
	21/22		21/22		21/22		21/22
Overall	11	Overall	6	South Oxfordshire	97.51	South Oxfordshire	93.62
South Oxfordshire	13	South Oxfordshire	5	Vale of White Horse	97.33	Vale of White Horse	93.49
Vale of White Horse	12	Vale of White Horse	6	Mendip	96.31	Mendip	95.88
Mendip	12	Mendip	7	Havant	98.09	Havant	92.36
Havant	9	Havant	7	Hart	95.90	Hart	95.24
Hart	12	Hart	6				

IT KPIs/PIs

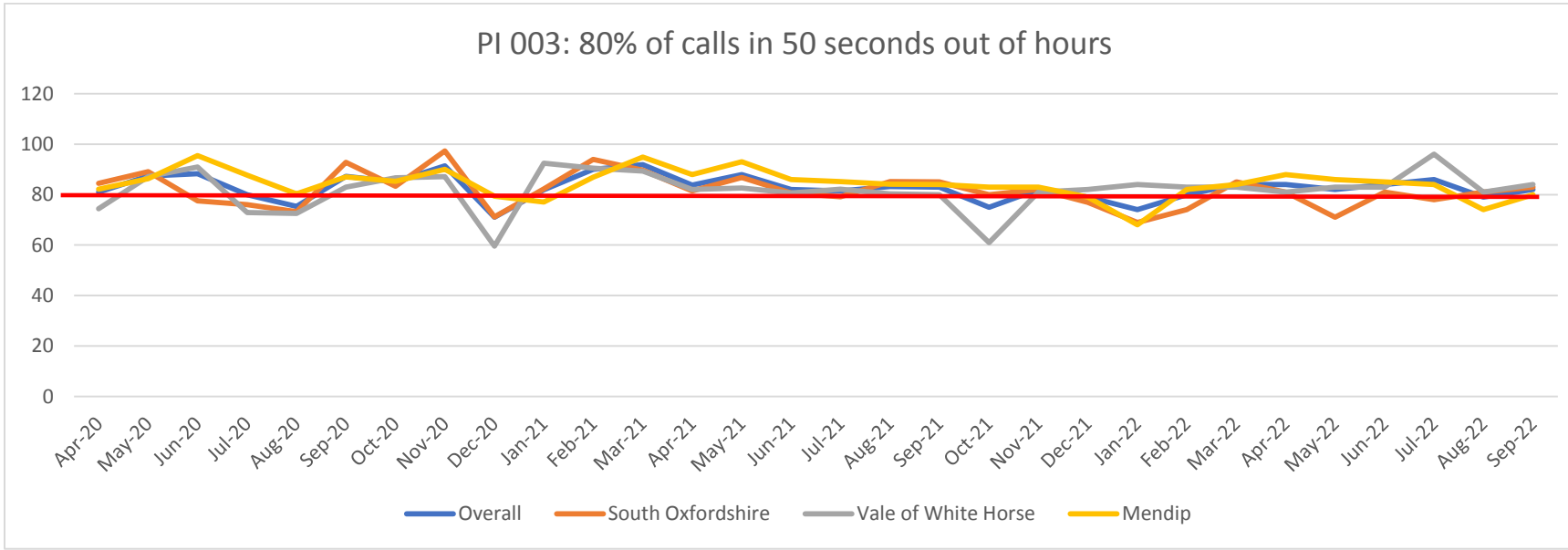
Monthly - KPI001 - % Internal Service Availability													Monthly - KPI002 - % External Service Availability													
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	
Overall	100%	100%	100%	100%	99.98%	100%	100%	100%	100%	100%	100%	100%	Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
SODC	100%	100%	100%	100%	99.94%	100%	100%	100%	100%	100%	100%	100%	SODC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
VoWH	100%	100%	100%	100%	99.94%	100%	100%	100%	100%	100%	100%	100%	VoWH	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
EHDC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	EHDC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Mendip					100%	100%	100%	100%	100%	100%	100%	100%	Mendip					100%	100%	100%	100%	100%	100%	100%	100%	
Monthly - KPI003 - % External Service Availability OOH													Monthly - KPI004 - % Management of P1 Incidents to Target													
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Overall	100%	0%	100%	100%	100%	50%	100%	100%	100%	100%	33%	100%	50%
SODC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	SODC	100%	100%	100%	100%	100%	50%	100%	100%	100%	0%	100%	100%	
VoWH	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Vale of W	100%	100%	100%	100%	100%	50%	100%	100%	100%	0%	100%	100%	
EHDC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	EHDC	100%	0%	100%	100%	100%	100%	100%	100%	100%	0%	100%	50%	
Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Havant	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%	50%	
Mendip													Mendip										100.00%	100.00%	100.00%	
Monthly - PI001 - % Delivery of Patch Management to Target													Monthly - PI003 - % Achievement of P2 - P4 Incident Management Targets													
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Overall	87.00%	96.00%	93.00%	97.00%	93.00%	95.00%	94.00%	98.00%	98.00%	94.67%	93.00%	97.67%	
SODC													SODC	88.00%	95.00%	95.00%	97.00%	94.00%	97.00%	97.00%	98.00%	98.00%	94.00%	93.00%	98.00%	
VoWH													VoWH	88.00%	95.00%	95.00%	97.00%	94.00%	97.00%	97.00%	98.00%	98.00%	94.00%	93.00%	98.00%	
EHDC													EHDC	85.00%	97.00%	92.00%	97.00%	98.00%	96.00%	94.00%	98.00%	98.00%	97.00%	93.00%	99.00%	
Havant													Havant	85.00%	97.00%	92.00%	97.00%	98.00%	96.00%	94.00%	98.00%	98.00%	97.00%	93.00%	99.00%	
Mendip													Mendip					87.00%	92.00%	90.00%	98.00%	98.00%	93.00%	92.00%	96.00%	
Monthly - PI004 - % Achievement of Service Requests to Target													Monthly - PI005 - % Delivery of Change Requests to Target													
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	
Overall	98.50%	99.00%	99.00%	98.00%	86.00%	96.00%	96.00%	99.00%	99.00%	97.67%	93.00%	98.33%	Overall	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
SODC	99.00%	99.00%	99.00%	97.00%	92.00%	95.00%	100.00%	100.00%	100.00%	98.00%	95.00%	96.00%	SODC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
VoWH	99.00%	99.00%	99.00%	97.00%	92.00%	95.00%	100.00%	100.00%	100.00%	98.00%	95.00%	96.00%	VoWH	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
EHDC	98.00%	99.00%	99.00%	99.00%	98.00%	94.00%	91.00%	96.00%	96.00%	100.00%	97.00%	99.00%	EHDC	96%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Havant	98.00%	99.00%	99.00%	99.00%	98.00%	98.00%	96.00%	99.00%	96.00%	100.00%	97.00%	99.00%	Havant	96%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Mendip					68.00%	98.00%	96.00%	98.00%	98.00%	95.00%	80.00%	100.00%	Mendip					100%	100%	100%	100%	100%	100%	100%	100%	
Monthly - PI006 - % Achievement of First Time Fixes to Time																										
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22														
Overall	92.00%	93.00%	92.00%	92.00%	90.00%	96.00%	94.00%	95.00%	91.00%	92.00%	93.00%	96.00%														
SODC	93.00%	94.00%	91.00%	92.00%	98.00%	98.00%	96.00%	93.00%	91.00%	94.00%	93.00%	97.00%														
VoWH	93.00%	94.00%	91.00%	92.00%	98.00%	98.00%	96.00%	96.00%	93.00%	94.00%	93.00%	97.00%														
EHDC	90.00%	91.00%	92.00%	92.00%	95.00%	96.00%	96.00%	95.00%	91.00%	91.00%	96.00%	92.00%														
Havant	90.00%	91.00%	92.00%	92.00%	95.00%	96.00%	96.00%	95.00%	90.00%	91.00%	96.00%	92.00%														
Mendip					78.00%	94.00%	89.00%	93.00%	90.00%	92.00%	87.00%	100.00%														

## Appendix B – Trend Graphs for Customer Services Measures

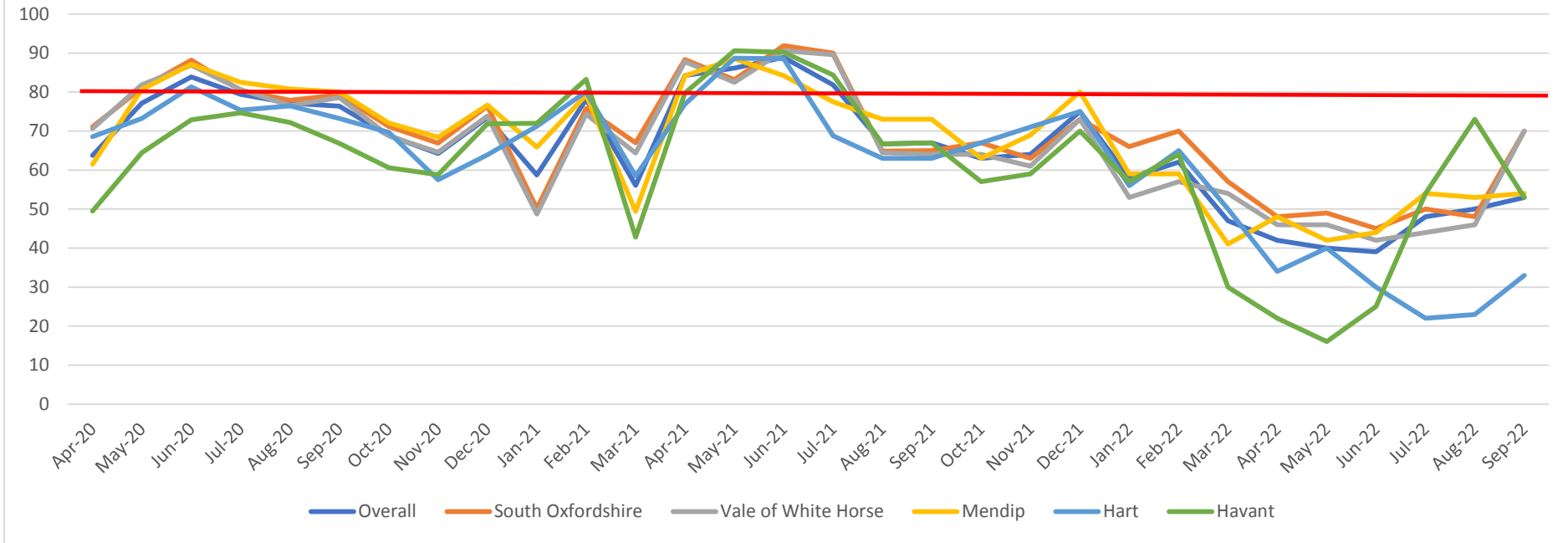




PI 003: 80% of calls in 50 seconds out of hours



PI 004: 80% of Council Tax & Benefit calls answered in 60 seconds



## Appendix C - Performance definitions

<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