



## **NOTICE OF MEETING**

- Meeting:** 5 Councils Partnership Corporate Joint Committee
- Date and Time:** Wednesday 22 November 2023 at 11.00 am
- Place:** Civic Offices, Hart District Council
- Enquiries to:** [committeeservices@hart.gov.uk](mailto:committeeservices@hart.gov.uk)
- Members:**
- Cllr Spencer Farmer – Hart District Council**
  - Cllr Dermot Smith – Hart District Council**
  - Cllr Lulu Bowerman – Havant Borough Council**
  - Cllr Liz Fairhurst – Havant Borough Council**
  - Cllr Roz Wyke – Somerset Council**
  - Cllr Liz Leyshon – Somerset Council**
  - Cllr David Rouane – South Oxfordshire District Council**
  - Cllr Pieter - Paul Barker- South Oxfordshire District Council**
  - Cllr Bethia Thomas – Vale of White Horse District Council**
  - Cllr Andy Foulsham – Vale of White Horse District Council**

Chief Executive

CIVIC OFFICES, HARLINGTON WAY  
FLEET, HAMPSHIRE GU51 4AE

---

# AGENDA

## 1 WELCOME AND INTRODUCTIONS

The Lead officer will open the meeting and brief the committee on housekeeping matters.

## 2 ELECTION OF CHAIRMAN AND VICE CHAIRMAN

To elect a Chairman and Vice-Chairman from among the councillors.

## 3 APOLOGIES

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

## 4 DECLARATIONS OF INTEREST

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 PREVIOUS MEETING

4 - 9

To review the minutes of the last meeting on 24 November 2022. If agreed as a correct record, the chair will sign them as such.

## 6 2022/2023 PERFORMANCE REPORT

10 - 22

This report presents the summary of performance across all services within the Capita contract for 2022/23.

### RECOMMENDATION

That Joint Committee notes the contract performance for 2022/23 reported against contract measures.

## 7 2023/24 MID YEAR PERFORMANCE REPORT

23 - 34

This report presents the summary of performance across all services within the Capita contract from the month of April 2023 to September 2023 inclusive.

### RECOMMENDATION

That the 5 Councils Partnership Corporate Joint Committee note the contract performance in the first six months of the 2023/24 contract year.

## 8 HM LAND REGISTRY PROJECT UPDATE

To receive an update on the HM Land Registry project.

**9 PREPARING FOR THE END OF THE CONTRACT 35 - 36**

**10 ANY OTHER BUSINESS**

**11 EXCLUSION OF THE PUBLIC**

To consider whether to exclude members of the press and public from the meeting for the following items of business under Section 100A and 100I of the Local Government Act 1972 on the grounds that:

- (i) It is likely that there will be disclosure of exempt information as defined in paragraph 3 of Schedule 12A, and
- (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**12. 2022/23 Budget Outturn 37 - 39**  
**3**

**13. 2024/25 Draft Budget 40 - 43**  
**3**

**Date of Despatch: 17 November 2023**

# Minutes

of a meeting of the



Listening Learning Leading

## Five Councils Partnership Corporate Services Joint Committee

held on Thursday, 24 November 2022  
at 1.00 pm at Abbey House, Abbey  
Close, Abingdon OX14 3JE

**Open to the public, including the press**

### Attendance:

#### Committee members

Vale of White Horse District Councillors: Neil Fawcett and Debby Hallett  
South Oxfordshire District Councillors: Pieter-Paul Barker and Andrea Powell  
Hart District Councillors: Richard Quarterman and James Radley  
Havant Borough Councillor: Tim Pike  
Mendip District Councillor: Ros Wyke

**Officers and guests:** Claire Hughes (Client Relationship Director), Michael Oatway (Transition Project and Contract Support Manager), Andrew Down (Commercial Director), Mark Minion (Head of Corporate Services - South and Vale District Councils), Candida Basilio (Democratic Services Officer), Paul Merrick (Head of IT – 5C's), Emma Hall (Account Director - Capita), Gareth Stemp (Capita – Head of Customer Services), Darius Zarazel (South and Vale Democratic Services Officer) Susan Harbour (Strategic Partnerships Manager - South and Vale District Councils), Karen Dhaliwal (Director, Hartley Law), David Clark (Head of Law and Governance - Mendip DC), Stuart Brown (Chief Executive Officer - Mendip DC), Daryl Phillips (Chief Executive Officer – Hart DC) and Chris Bradley (Executive Head for Commercial - Havant Borough Council).

### 17 Opening announcements

Client Relationship Director opened the meeting and briefed the members on housekeeping matters.

### 18 Chairs announcements and urgent business

Councillor Pieter-Paul Barker was nominated as chair for the 2022-23 municipal year.

**RESOLVED:** to confirm Councillor Pieter-Paul Barker as chair of the Five Councils Partnership Corporate Services Joint Committee for the 2022-23 municipal year.

Councillor Richard Quarterman was nominated as vice chair for the meeting.

**RESOLVED:** to confirm Councillor Richard Quarterman as vice chair of the Five Councils Partnership Corporate Services Joint Committee for the duration of the meeting.

There was no urgent business.

## **19 Apologies for absence**

Apologies for absence were received from Councillors Liz Leyshon (Mendip District Council), Lulu Bowerman (Havant Borough Council), and David Rouane (South Oxfordshire District Council), who was substituted with Councillor Andrea Powell.

## **20 Declaration of interests**

There was no declaration of interests.

## **21 Minutes of the last meeting**

**RESOLVED:** to note the minutes of the meeting on Wednesday 22 June 2022.

## **22 Capita Performance Report**

The Client Relationship Director introduced the item and the committee were informed that the report covered performance for the period from April to September 2022. It was noted that the Land Charges service met all of their key performance measures but for Customer Service calls (PI002), they failed to meet their KPI of being answered within an average of 20 seconds across the period. This was driven by significant issues with missed bins in the Havant area and with the annual garden waste renewals in Mendip. However, it was noted that performance against this PI was improving in recent months.

Council Tax and Benefits calls (PI004) also failed to meet their KPI of being answered within 60 seconds at any point throughout the period. The reason for this was due to the complexity of the customer enquiries, driven by the cost-of-living crisis, therefore needing more time on each call. Capita had confirmed that they were currently looking at the costs and benefits of recruiting more staff to call centres to address these issues, particular to help cover Revenues and Benefits.

The Revenue and Benefits service was experiencing high demand as the team had been implementing the energy rebate scheme, which completed in September 2022. Also, the collection rate of council tax was ahead of the same point last year, although now showed signs of slowing down. The forthcoming Royal Mail strikes were expected to have an impact on this service and Capita confirmed that they were working with authorities to ensure alerts were in place to inform customers about possible delays.

IT also met most of its KPIs across the period, occasionally priority 1 incidents could not be remedied during the period, but the Client Relationship Director confirmed that there were no significant worries around IT.

On rectification plans, the Client Relationship Director notified the committee that three rectification plans were still open; one related to VAT coding errors, although this had subsequently been closed outside of this reporting period, the second was for the management of committals/summonses for South and Vale District Councils which was nearly closed, and the third was about Socrata Land Charges data which was still open. Further information about all the points raised above were presented in the agenda pack to the meeting.

The committee then asked about the changing nature of customer services calls and if the nature of calls could be tracked to help anticipate future calls. Officers noted that the changing nature of calls would be addressed in customer services update item, item 8 of the agenda.

On IT, members asked whether the South and Vale officers are working with Capita on the items that were recently raised in the internal audit, notably over cyber security. It was confirmed that an action tracker had been developed and that regular meetings between the two organisations were in place to monitor progress in this area.

Finally, members asked about how the red and amber colours for KPIs are tracked and what was used to determine the difference between them. The Client Relationship Director confirmed that there were percentage criteria, however, it was agreed that this context should be added to the next report to the committee.

**RESOLVED:** to note the performance reported against contract measures.

## **23 Capita Strategy Briefing**

Capita representatives introduced the item, and the committee received a presentation on the strategic review. This presentation broke down the changing nature of the contract and certain priorities over the next two to three years, through to the end of the contract in 2025.

The key item for Capita was the Mendip move to the Somerset Unitary Authority. Work began on the transfer of IT to Somerset which was due to end in March 2023. Other changes to other services were also being made in advance of 1 April 2023. Capita informed the committee about the smaller projects they were working on, such as the South and Vale automated switchboard, the Havant out of hours service, office moves for South and Vale and for East Hants, the Havant & East Hants separation, and the advanced exit planning ahead of the end of the contract.

Throughout the period from the present to, potentially, the end of 2023 or beyond, it was predicted that economic condition would remain uncertain, and it was expected that central government would continue to put more emphasis on local authorities to deliver schemes, such as further grants. Finally, Capita confirmed they were working with the authorities on implementing central government changes to Land Charges.

The committee were then presented with an IT roadmap which showed the specific IT projects each authority wanted to pursue over the period from now up until the end of

the contract. For example, Mendip's exit into Somerset was currently underway, South and Vale's separation out of the shared Office 365 was next on the agenda, and the final stage was for the separation of all the authorities' data. There was a running order for each of these projects and Capita were working on how best to achieve each.

The Committee asked about risk, specifically with the Mendip exit, would there be a risk of other authorities' data being moved or lost. In response, the 5CP Head of IT confirmed that although there would always be potential risks, due to due diligence from Somerset and third parties, this risk was minimal. The committee noted that learning from this process would benefit the other councils with their contract exits.

When asked about the costs of the exit, and if they would be apportioned fairly, members were advised that this was addressed in the Inter Authority Agreement. It was also noted that the authorities' Section 151 officers were in regular discussion about the impact of any service exit on the other authorities. Members also asked about transition costs at the end of the contract and asked to be presented with a detailed briefing about how the exit costs would be spread across the authorities. Officers confirmed that this would be provided in due course as work progressed on managing the end of the contract.

**RESOLVED:** to note Capita strategy briefing.

## **24 Customer Services Update**

Capita representatives introduced the item, and the committee received a presentation on the performance of their Customer Services. Members noted that the KPIs were mostly met and in the green. On the speed to answer for Customer Service queries, the KPIs had improved in the past months due to a reduction in volume of calls. Capita were working closely with colleagues to improve the journey for customers.

On Council Tax and Benefits call lines, this was the challenging area. The target for 80% of calls to be answered in 60 seconds, and under. The wait time on average was three minutes. The two factors that needed to be looked at were the number of calls and call length. A trend Capita had observed was that the average call time from 2019 to 2022 had increased – due to Covid and the cost-of-living crisis. Some customers were struggling to pay council tax or were claiming benefits for the first time. Capita were telling their customer support officers to take their time with customers and help direct as best as possible to try to address the queries on the first call.

Members of the committee asked about the relationship between residents calling the call centres and using the resources that had been provided by the councils, on their website for example. Capita confirmed that they did use the appropriate councils' resources and often directed people to the council's websites. From this, the committee noted how important it was to keep these pages of their website updated and for Capita to feedback the key items so that the websites can be adjusted to meet customers questions and requests.

Staff recruitment and retention challenges was a point that was raised as a potential issue, and members asked if Capita had experienced this. Capita officers confirmed that this was something they were also dealing with. They were trying to boost numbers through country wide recruitment, using virtual resources, agencies, and

increasing pay to above the real living wage. Due to these points, Capita were happy with their staffing situation and had increased staffing in the contact centre. Finally, it was emphasised that Capita were receiving very few complaints around wait times, which were averaged to be around three minutes, but will continue to monitor this.

**RESOLVED:** to note the customer services update.

## 25 Governance Review Update

The Client Relationship Director introduced the item, and the committee were informed of the decisions taken by the Strategic Management Board. The Client Relationship Director informed the committee that the current governance arrangement was put into place at the beginning of the contract and was designed for a complex contract. However, since then, the contract had simplified, yet the intensive governance arrangement remained. As the governance was not meeting needs, the Client Relationship Director was tasked with simplifying it.

The governance review streamlined the management line and proposed amending the meeting schedule. In summation, the authorities Monitoring Officers and Section 151 officers will meet monthly, through to the end of the Mendip exit, the Operational Management Board and Joint Tactical Board was proposed to meet quarterly, both the Strategic Management Board and Joint Committee would move to an annual meeting (before the budget). The Client Relationship Director also confirmed to members that further information or action on contract performance can be provided if requested and that the Chief Executive Officers of the authorities were comfortable with the proposals. The Inter Authority Agreement was being revised to reflect these changes and the aim was to finalise the draft before Christmas 2022.

The committee also noted that Capita were consulted throughout the process, and that if extra meetings were needed, they can be held. The governance changes had progressed through each of the authorities' cabinets and were formally approved.

**RESOLVED:** to 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 triuing up agreement, the ongoing arrangements regarding the Zellis payroll bureau and software contract and how Somerset Council and East Hants are to be accommodated within the contract or otherwise moving forward.

## **26 Any other business**

There was no other business.

## **27 Exclusion of the Public**

**RESOLVED:** to exclude members of the press and public from the meeting for the following items of business under Section 100A and 100I of the Local Government Act 1972 on the grounds that:

- (i) It is likely that there will be disclosure of exempt information as defined in paragraph 3 of Schedule 12A, and
- (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **28 2023/24 contract and client team budget**

The committee reviewed the 2023/24 contract and client team budget.

**RESOLVED:** to endorse the draft contract and client team budget for submission by the individual authorities as part of their annual budget setting process.

## **29 Update on the Somerset Unitary Authority**

The committee received and noted a verbal update on the Somerset Unitary Authority.

## **30 Havant and East Hampshire update**

The committee received and noted a verbal update on Havant and East Hampshire.

## **31 Strategic IT update**

The committee received and noted a verbal update on the strategic IT roadmap by the commercial director and the Head of IT.

The meeting closed at 2.54 pm

## **5 COUNCILS PARTNERSHIP CORPORATE JOINT COMMITTEE**

**DATE OF MEETING: 22 November 2023**

**TITLE OF REPORT: CAPITA PERFORMANCE REPORT 2022/23**

**Report of: 5 Councils Client Team**

**Cabinet Portfolio: N/A**

**Key Decision: No**

**Confidentiality: Non-exempt**

### **PURPOSE OF THE REPORT**

1. This report presents the summary of performance across all services within the Capita contract for 2022/23

### **RECOMMENDATION**

2. That Joint Committee notes the contract performance for 2022/23 reported against contract measures.

### **BACKGROUND**

3. A regular review of contract performance ensures that Capita is delivering to the authorities' contracted requirements.
4. 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).
5. The purpose of this report is to provide the Joint Committee with a summary of the performance status of the contract for 2022/23. It also details the status of any rectification activity, and progress made against those rectification plans.
6. The reported data covers the period from the month of April 2022 to March 2023 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.
7. The commentary below relates mainly to the exceptions.

### **SERVICE LEVEL COMMENTARY**

#### **Land Charges**

8. Land Charges met all its performance measure during the year despite the anticipated disruption from the changes relating to the establishment of the new Somerset authority.

## **Customer Services**

9. PI 002 calls answered in 20 seconds started the year with poor performance levels due to increased customer contact regarding missed bins in Havant and a 50% increase in Mendip call volumes due to annual garden waste renewals. Capita provided additional temporary staff at no cost to the authorities and this has resulted in a significant improvement in call answering times. Performance was again impacted towards the end of the financial year with further enquiries regarding waste issues.
10. PI004 answering of Revenues and Benefits calls continued to fail. The customer service team saw a significant increase in the number of calls as well as an increase in the length of calls; the average length of a call increased by 58 seconds. This was primarily due to the complexity of customer enquiries, particularly caused by the cost of living crisis. The first time resolution rate stood at 95 percent as customer services advisers worked 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 were taken with additional information on websites, Interactive Voice Response (IVR) and a dedicated Energy Rebate phone line but customers still required an adviser. The authorities considered the benefit of increasing staff resources however it was felt that, given the complex nature of customer enquiries, this would not necessarily lead to an improvement in call answering time. The decision was made to improve the customer experience by messaging on council websites and on the phone lines.
12. The Out of Hours service generally achieved its target, however in December performance was impacted by a significant increase in call volume for Housing and Highways as a result of the bad weather.

## **IT**

13. The IT service generally achieved its performance targets with the exception of KPI004 and PI004 at specific points in the year.
14. KPI004 (management of P1 incidents) saw a performance failure in July as a result of two P1 incidents not being resolved in four hours. This KPI also saw a suite of performance failures between September and December 2022. In September this failure related to a P1 incident affecting all Councils, the root cause of which was identified as a failed cable at the Capita Data Centre. October's failure related to a one-off incident affecting Havant and East Hampshire where users were unable to access a server. November's issue affected a number of Capita clients and was not specific to the 5 Councils. In December two incidents led to the failure – the creation of SafeNet user accounts and a printing problem at South Oxfordshire and Vale of White Horse.
15. PI 006 (first time fixes to queries) was impacted in January due to Mendip exit activity, specifically around the migration of Microsoft 365. Communications had been distributed to Mendip staff, however they continued to contact the Capita Service Desk who were no longer able to resolve Microsoft 365 related incidents or requests.

## **Revenues and Benefits**

16. The year started with a very positive trajectory for Benefits performance and continued throughout the year with new claims being processed in an average of 11 days and changes in circumstances in an average of 5 days.
17. Overall, collection rates for Council Tax exceeded last year's performance despite the difficult economic conditions as did collection rates for NNDR.
18. The Royal Mail strikes that were experienced across the UK had an impact on the Revenues and Benefits Team as, following the strikes, the team saw an increase in incoming correspondence.
19. All payments were processed in respect of the mandatory and discretionary Energy Rebate Schemes.
20. The overall Council Tax Collection results for 22/23 have been published. All councils improved their rank position in the national statistics. Most notable, however, are that South Oxfordshire, Vale of White Horse and Hart Councils are now within the top quartile of performance within the Country.

## **Rectification Plans**

21. In order to manage significant service failures, the contract provides for a Rectification Plan process. This requires Capita to undertake an investigation into the failure, identify the root cause of it and provide a plan to remedy it and ensure the failure doesn't recur. This plan is presented to the authorities for sign off and is monitored through the governance structure of the contract.
22. There were three rectification plans dealt with and subsequently closed during 2022/23. These related to:
  - Management of committals/summonses at South Oxfordshire and Vale of White Horse
  - VAT coding errors at Havant and East Hampshire
  - An issue with Mendip's Socrata data
23. There were no outstanding rectification plans at the end of the year.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to corporate priorities**

24. Sound management of the Capita contract contributes to all councils' priorities relating to financial and contractual management.

### **Legal and Constitutional Issues**

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

### **Finance and Resource Implications**

26. The authorities receive service credits for those key performance indicators that fall below the agreed performance standard. These are credited to the authorities through the monthly invoicing process.

### **Risk Management**

27. None arising directly from this report. Risks relating to the Capita contract are managed via a joint 5Cs Risk Register which is subject to formal review each month at both the Operational Management and Joint Tactical Boards.

### **EQUALITIES**

28. There are no equality implications arising from this report.

### **CLIMATE CHANGE IMPLICATIONS**

29. There are no specific climate change implications arising from this report, however, the ongoing reduction in business miles as a result of remote working has a positive impact on carbon emissions.

### **ACTION**

30. As performance generally remains in line with contract expectations, with the exception of customer services call answering, the Client Team will continue to monitor service delivery working with the authorities on areas that need improvement.

### Appendices

Appendix A – Granular Performance Data

Appendix B – Customer Service graphs

Appendix C – Definitions of Performance Indicators

Background Papers

Nil

## Appendix A Granular Performance Data

### Customer Services

KPI 002: % first time resolution Revs & Bens														
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23		
Overall	93%	94%	95%	93%	93%	93%	94%	92%	93%	94%	90%	93%		
South Oxfordshire	95%	96%	96%	94%	95%	94%	95%	95%	95%	95%	88%	96%		
Vale of White Horse	95%	96%	96%	94%	95%	94%	95%	95%	95%	95%	87%	93%		
Mendip	94%	96%	96%	97%	95%	95%	95%	94%	94%	96%	97%	97%		
Havant	91%	91%	93%	87%	86%	89%	85%	85%	100%	87%	86%	86%		
Hart	88%	89%	90%	86%	92%	91%	92%	90%	88%	94%	88%	90%		
KPI004 - % Customer Satisfaction														
	Mar-22	Sep-22	Dec-22	Mar-23										
Overall	92.60%	93.00%	97.00%	96.00%										
South Oxfordshire	97.00%	100.00%	97.00%	100.00%										
Vale of White Horse	100%	100%	100%	93%										
Mendip	94.00%	88.00%	100.00%	93.00%										
Havant	100.00%	93.00%	93.00%	100.00%										
Hart	92.00%	100.00%	99.00%											
PI001 - % Email Responses on time														
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23		
Overall	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Mendip	100.00%	99.00%	100.00%	100.00%	99.00%	100.00%	99.00%	100.00%						
Havant	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
PI003 - % Calls Answered in 50 seconds - Out of Hours														
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23		
Overall	84.00%	82.00%	84.00%	86.00%	79.00%	82.00%	82.00%	81.00%	51.00%	83.00%	84.00%	90.00%		
South Oxfordshire	81.00%	71.00%	81.00%	78.00%	81.00%	83.00%	82.00%	81.00%	54.00%	82.00%	80.00%	85.00%		
Vale of White Horse	81.00%	83.00%	83.00%	96.00%	81.00%	84.00%	81.00%	82.00%	49.00%	85.00%	89.00%	96.00%		
Mendip	88.00%	86.00%	85.00%	84.00%	74.00%	80.00%	81.00%							
PI004 - % Council Tax and Benefits Calls Answered within 20 seconds														
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23		
Overall	42.00%	40.00%	39.00%	48.00%	50.00%	59.00%	55.00%	55.00%	54.00%	49.00%	66.00%	54.00%		
South Oxfordshire	48.00%	49.00%	45.00%	50.00%	48.00%	70.00%	62.00%	64.00%	66.00%	56.00%	67.00%	64.00%		
Vale of White Horse	46.00%	46.00%	42.00%	44.00%	46.00%	70.00%	60.00%	62.00%	61.00%	50.00%	67.00%	62.00%		
Mendip	48.00%	42.00%	44.00%	54.00%	53.00%	54.00%	52.00%	56.00%	57.00%	51.00%	58.00%	39.00%		
Hart	34.00%	40.00%	30.00%	22.00%	23.00%	33.00%	41.00%	33.00%	36.00%	23.00%	65.00%	48.00%		
Havant	22.00%	16.00%	25.00%	54.00%	73.00%	53.00%	53.00%	47.00%	39.00%	48.00%	74.00%	55.00%		

KPI003 - % First Time Resolution - Non R&B													
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
Overall	100.00%	100.00%	100.00%	99.50%	99.00%	99.00%	99.00%	99.00%	99.00%	100.00%	99.00%	100.00%	
Mendip	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Havant	99.00%	99.00%	100.00%	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	100.00%	
PI002 - % Calls Answered within 20 seconds													
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
Overall	62.00%	64.00%	47.00%	63.00%	75.00%	83.00%	93.00%	90.00%	91.00%	82.00%	75.00%	79.00%	
South Oxfordshire & Vale of White Horse	86.00%	79.00%	70.00%	85.00%	83.00%	87.00%	92.00%	94.00%	91.00%	88.00%	81.00%	81.00%	
Mendip	86.00%	72.00%	41.00%	53.00%	86.00%	88.00%	95.00%	88.00%	91.00%	86.00%	81.00%	82.00%	
Havant	49.00%	57.00%	53.00%	70.00%	68.00%	80.00%	92.00%	90.00%	90.00%	79.00%	73.00%	77.00%	

## Land Charges

KPI001 - % Achievement of 5 Day Search Target					PI001 - % Achievement of 8 Day Search target							
	Jun	Sep	Dec	Mar-23		Jun	Sep	Dec	Mar-23			
Overall	66.20%	66.40%	67.10%	67.80%	Overall	100%	100%	100%	100%			
South Oxfordshire	65.90%	65.70%	66.40%	68.60%	South Oxf	100%	100%	100%	100%			
Vale of White Horse	65.90%	65.80%	69.20%	67.20%	Vale of W	100%	100%	100%	100%			
Mendip	66.90%	67.40%	66.40%	67.00%	Mendip	100%	100%	100%	100%			
Havant	65.30%	66.50%	67.1%	67.40%	Havant	100%	100%	100%	100%			
Hart	66.70%	66.40%	66.70%	67.60%	Hart	100%	100%	100%	100%			
PI002 - % Local Land Registrations completed on time												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	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%	100%
Mendip	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%
Hart	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PI003 - Complaint Volumes												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	0	0	0	0	0	0	0	0	0	0	0	0
South Oxfordshire	0	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	0
Mendip	0	0	0	0	0	0	0	0	0	0	0	0
Havant	0	0	0	0	0	0	0	0	0	0	0	0
Hart	0	0	0	0	0	0	0	0	0	0	0	0

## Revenues & Benefits

KPI 001: benefit claims to be processed in less than 13 days			KPI 002 Benefit changes processed in less than 6 days			PI 001 - Accuracy of benefit assessments above 96%		
	21/22	22/23		21/22	22/23		21/22	22/23
Overall	11	11	Overall	6	5	Overall	94.78	95.34
South Oxfordshire	13	12	South Oxfordshire	5	4	South Oxfordshire	91.00	92.67
Vale of White Horse	12	12	Vale of White Horse	6	4	Vale of White Horse	91.95	94.57
Mendip	12	12	Mendip	7	5	Mendip	98.56	98.76
Havant	9	9	Havant	7	5	Havant	94.51	94.72
Hart	12	12	Hart	6	5	Hart	95.92	96.73
<b>PI 002 - collection of overpayments in year</b>			<b>PI 004 - Council tax collection above target %</b>			<b>PI 005 - Business rate collection above 99%</b>		
	21/22	22/23		21/22	22/23		21/22	22/23
Overall	N/A	90%	Overall	97.03	97.58	Overall	94.12	96.06
South Oxfordshire	N/A	90%	South Oxfordshire	97.51	97.97	South Oxfordshire	93.62	95.44
Vale of White Horse	N/A	90%	Vale of White Horse	97.33	98.01	Vale of White Horse	93.49	96.06
Mendip	N/A	90%	Mendip	96.31	97.02	Mendip	95.88	96.33
Havant	N/A	90%	Havant	98.09	96.36	Havant	92.36	97.37
Hart	N/A	90%	Hart	95.90	98.52	Hart	95.24	95.09
<b>PI 007 - 100% of housing subsidy claims accurate and submitted on time</b>								
	21/22	22/23						
Overall	Yes	Yes						
South Oxfordshire	Yes	Yes						
Vale of White Horse	Yes	Yes						
Mendip	Yes	Yes						
Havant	Yes	Yes						
Hart	Yes	Yes						



IT

KPI001 - % Internal Service Availability												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	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%	100%
East Hampshire	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%	100%	100%	100%	100%

KPI003 - % External Service Availability OOH												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	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%	100%
East Hampshire	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%

PI001 - % Delivery of Patch Management to Target												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

PI003 - % Achievement of P2 - P4 Incident Management Targets												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	94.00%	98.00%	98.00%	94.67%	93.00%	97.67%	98.61%	94.49%	98.10%	98.03%	96.77%	97.20%
South Oxfordshire	97.00%	98.00%	98.00%	94.00%	93.00%	98.00%	97.02%	89.06%	100.00%	97.73%	96.36%	98.31%
Vale of White Horse	97.00%	98.00%	98.00%	94.00%	93.00%	98.00%	97.02%	89.06%	100.00%	97.73%	96.36%	98.31%
East Hampshire	94.00%	98.00%	98.00%	97.00%	93.00%	99.00%	99.19%	98.95%	98.11%	98.47%	97.84%	98.40%
Havant	94.00%	98.00%	98.00%	97.00%	93.00%	99.00%	99.19%	98.95%	98.11%	98.47%	97.84%	98.40%
Mendip	90.00%	98.00%	98.00%	93.00%	92.00%	96.00%	100.00%	96.67%	91.84%	97.80%	95.24%	81.48%

PI005 - % Delivery of Change Requests to Target												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	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%	100%
East Hampshire	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%	100%	100%	100%	100%

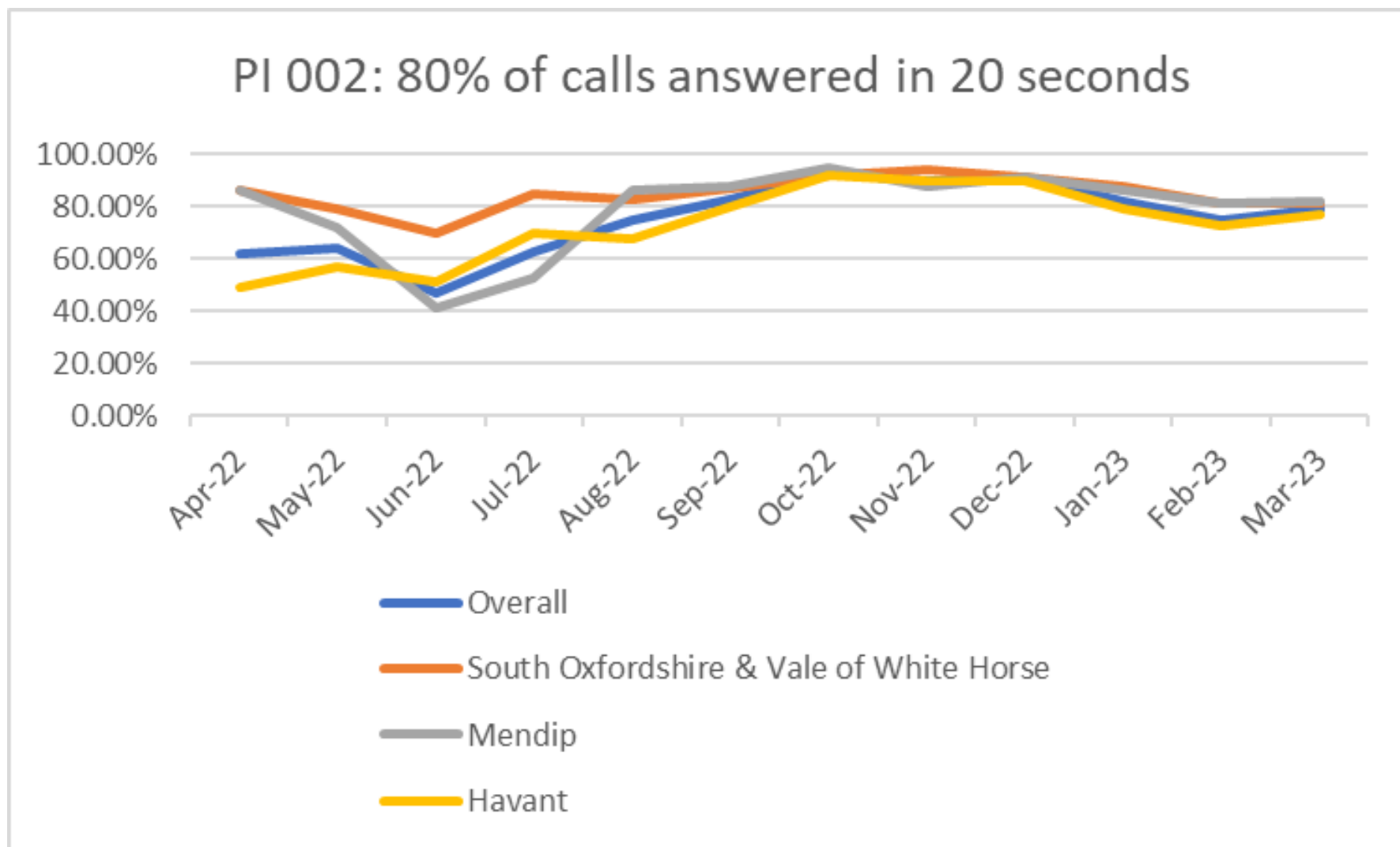
KPI002 - % External Service Availability												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
East Hampshire	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%	100%	100%	100%	100%

KPI004 - % Management of P1 Incidents to Target												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	100%	100%	100%	33%	100%	50%	50%	0%	33%	100%	100%	100%
South Oxfordshire	100%	100%	100%	0%	100%	100%	100%	0%	33%	100%	100%	100%
Vale of White Horse	100%	100%	100%	0%	100%	100%	100%	0%	33%	100%	100%	100%
East Hampshire	100%	100%	100%	0%	100%	50%	0%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	0%	100%	50%	0%	100%	100%	100%	100%	100%
Mendip				100.00%	100.00%	100.00%						

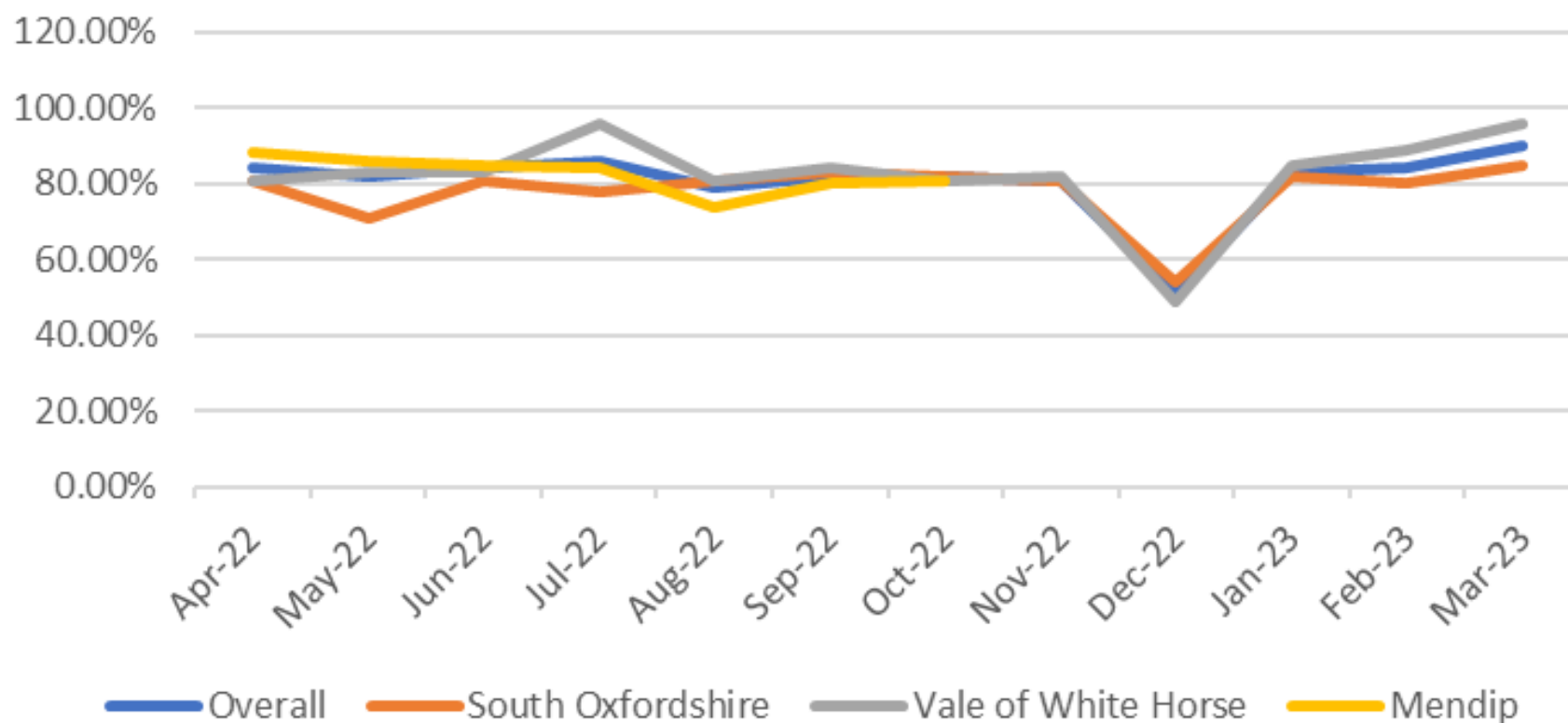
PI004 - % Achievement of Service Requests to Target												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	96.00%	99.00%	99.00%	97.67%	93.00%	98.33%	98.48%	99.13%	98.54%	99.50%	98.94%	99.04%
South Oxfordshire	100.00%	100.00%	100.00%	98.00%	95.00%	96.00%	100.00%	98.00%	96.04%	99.46%	100.00%	100.00%
Vale of White Horse	100.00%	100.00%	100.00%	98.00%	95.00%	96.00%	100.00%	98.00%	96.04%	99.46%	100.00%	100.00%
East Hampshire	91.00%	96.00%	96.00%	100.00%	97.00%	99.00%	98.52%	100.00%	100.00%	99.39%	98.18%	99.07%
Havant	96.00%	99.00%	96.00%	100.00%	97.00%	99.00%	98.52%	100.00%	100.00%	99.39%	98.18%	99.07%
Mendip	96.00%	98.00%	98.00%	95.00%	80.00%	100.00%	92.31%	100.00%	100.00%	100.00%	97.62%	92.59%

PI006 - % Achievement of First Time Fixes to Time												
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Overall	94.00%	95.00%	91.00%	92.00%	93.00%	96.00%	93.01%	93.30%	92.67%	69.97%	83.33%	83.03%
South Oxfordshire	96.00%	96.00%	93.00%	94.00%	93.00%	97.00%	88.24%	93.88%	92.96%	67.21%	82.98%	82.91%
Vale of White Horse	96.00%	96.00%	93.00%	94.00%	93.00%	97.00%	88.24%	93.88%	92.96%	67.21%	82.98%	82.91%
East Hampshire	96.00%	95.00%	91.00%	91.00%	96.00%	92.00%	95.88%	93.28%	91.77%	78.01%	82.68%	83.76%
Havant	96.00%	95.00%	90.00%	91.00%	96.00%	92.00%	95.88%	93.28%	91.77%	78.01%	82.68%	83.76%
Mendip	89.00%	93.00%	90.00%	92.00%	87.00%	100.00%	88.24%	92.31%	100.00%	40.00%	87.50%	75.00%

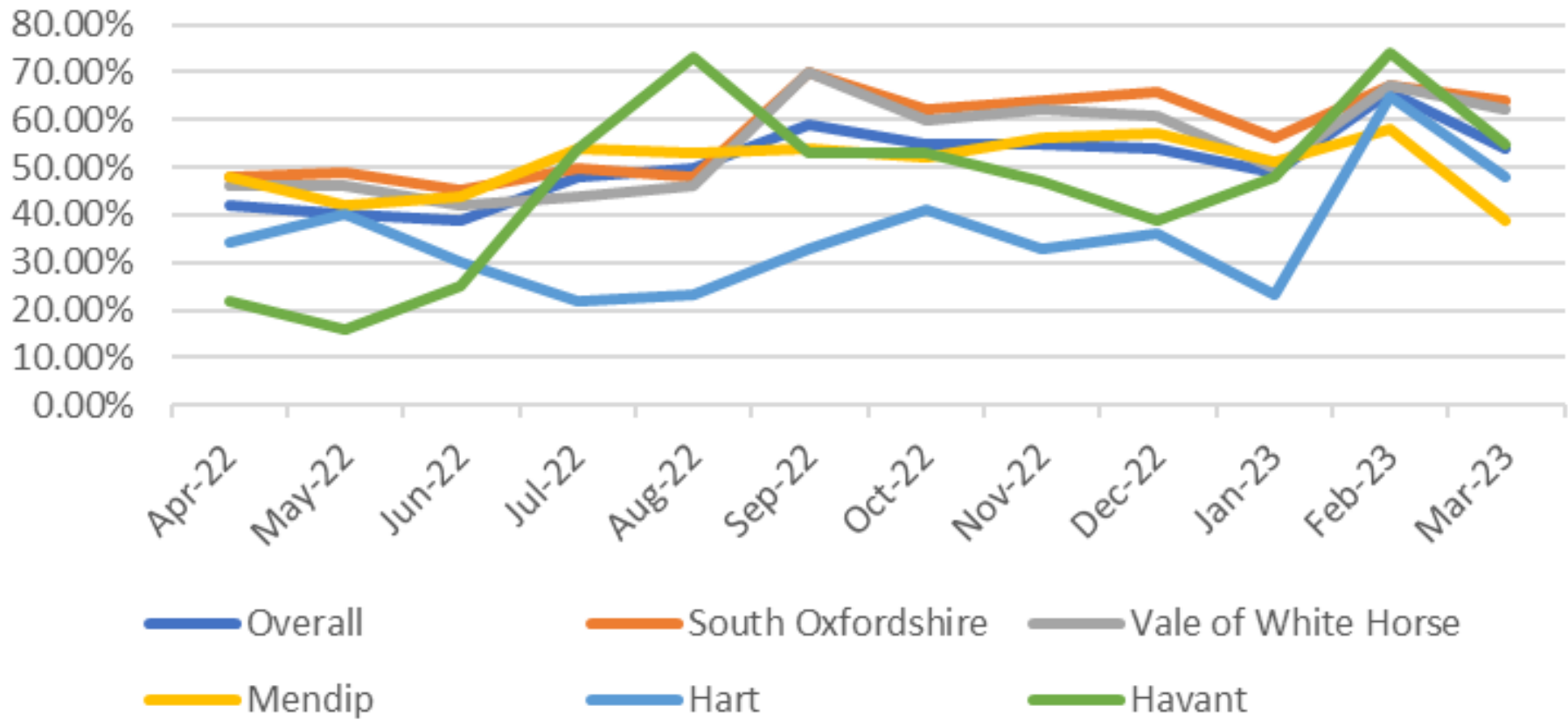
Customer Services performance – graphical illustration



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



# PI 004: % CT and Benefit calls answered in 20 seconds



## Performance Indicator 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 collection of overpayments in year above 65% through September 2025
PI004	Maintain council tax in year collection above targeted % through March 2025
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

## **5 COUNCILS PARTNERSHIP CORPORATE JOINT COMMITTEE**

**DATE OF MEETING: Wednesday 22<sup>nd</sup> November 2023**

**TITLE OF REPORT: CAPITA PERFORMANCE REPORT APRIL – SEPTEMBER  
2023**

**Report of 5 Councils Client Team**

**Cabinet Portfolio: N/A**

**Key Decision: No**

**Confidentiality: Non-exempt**

### **PURPOSE OF THE REPORT**

1. This report presents the summary of performance across all services within the Capita contract from the month of April 2023 to September 2023 inclusive.

### **RECOMMENDATION**

2. That the 5 Councils Partnership Corporate Joint Committee note the contract performance in the first six months of the 2023/24 contract year.

### **BACKGROUND**

3. A regular review of contract performance ensures that Capita is delivering to the authorities contracted requirements.
4. 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.
5. 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 any rectification activity, and progress made against those rectification plans.
6. The reported data covers the period from the month of April 2023 to September 2023, 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.
7. The commentary below relates mainly to the exceptions.

### **SERVICE LEVEL COMMENTARY**

#### **Land Charges**

8. Land Charges met all its performance measures from April to September.
9. The service continues to be busy with the partnership wide project to move elements of the service to central government as part of the HMLR review programme.

## **Customer Services**

10. As of September, Customer Services continues to meet all of its performance standards. This is a significant improvement on the position reported at last years Joint Committee.
11. In July the Capita Head of Customer Services, Gareth Stemp, was replaced by Neale Simpson. Neale has been working on the 5 Council's contract as a manager within the service for a number of years so we are pleased to see him promoted to the Head of Customer Service role.
12. KPI002 (first time resolution for Revs and bens calls) and KPI004 (customer satisfaction survey) were met for all authorities. Capita continues to meet KPI003 (first time resolutions non Revenues and benefits calls) for Havant.
13. Improvements have been made in the performance of PI 002 (Customer Service Calls answered within 20 seconds) since April. The PI failed its target level in April and May due to an increase in issues with and communication about Havant waste collection services. These issues were resolved and in June and July PI 002 target was met and exceeded, with performance continuing to increase into September.
14. PI 003 (out of hours calls) also saw a performance failure in April, with the target being narrowly missed. This was due to 3 calls being answered outside of target. The PI target has continued to be met for all months since April.
15. Performance against PI 004 (answering of Revenues and Benefits calls) has improved significantly since April and by September was back up to target level for the first time in 18 months. This was due to a combination of additional temporary staff for annual billing continuing in April and a drop in the average call handling time.
16. We continue to work with Capita to look at better ways to manage customer expectation with regards to wait time, albeit this has improved over the last months due to the decrease in workload.

## **IT**

17. IT met most of its performance targets, the only exception being KPI 001 (resolution of Priority 1 incidents within SLA target hours) which was missed in June. This incident affected South and Vale and related to users being unable to connect to the LAN network at Abingdon Police Station.
18. Between April and June Capita were dealing with the impact of a cyber attack which resulted in some of their clients data being stolen. Fortunately, this did not impact the 5 Councils contract and none of the authorities data was impacted. During this period the authorities Data Protection Officers were fully engaged and briefed as the investigation into the attack progressed.

## **Revenues and Benefits**

19. Building on the excellent year end results of 2022/23, good performance in the revenue service is continuing into 2023/24. However, service in Hart is being



impacted by issues at Basingstoke Court and Somerset not having their first Court hearing of the year until August.

20. The Benefits Service is currently monitoring and managing changes to the service as a result of Mendip's move into the Somerset Unitary. This is having a particular impact on the speed of processing of Change of Circumstances.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to the Corporate Plan**

21. Sound management of the Capita contract contributes to all councils' priorities relating to financial and contractual management.

### **Legal and Constitutional Issues**

22. There are no legal implications arising from this report.

### **Finance and Resource Implications**

23. There are no financial or resource implications arising from this report.

### **Risk Management**

24. None arising directly from this report. Risks relating to the Capita contract are managed via a joint 5Cs Risk Register which is subject to formal review each month at both the Operational Management and Joint Tactical Boards.

## **EQUALITIES**

25. There are no equality implications arising from this report.

## **CLIMATE CHANGE IMPLICATIONS**

26. There are no climate change implications arising from this report.

## **ACTION**

27. The Client Team will continue to monitor contract performance throughout the remainder of the year and will share performance data with officers of the council on a monthly basis.

### Appendices

Appendix A – Granular Performance Data  
Appendix B – Customer Service graphs  
Appendix C – Definitions of Performance Indicators

Background Papers  
Nil

## Appendix A Granular Performance Data

### Customer Services

Monthly - KPI002 - % First Time Resolution - R&B	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Monthly - PI002 - % Calls Answered within 20 seconds	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	95%	94%	93%	97%	97%	98%	Overall	39.00%	78.00%	89.60%	88.10%	96.40%	97.90%
South Oxfordshire	95%	95%	94%	100%	99%	99%	South Oxfordshire & Vale of White Horse	64.00%	83.50%	92.10%	93.60%	98.20%	99.80%
Vale of White Horse	95%	95%	95%	97%	96%	99%	Mendip						
Mendip	98%	97%	97%	100%	99%	98%	Havant	37.00%	77.40%	83.60%	87.50%	96.20%	96.70%
Havant	90%	92%	88%	94%	94%	99%	Monthly - PI003 - % Calls Answered in 50 seconds - Out of Hou	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Hart	92%	90%	91%	94%	94%	96%	Overall	77.00%	100.00%	84.00%	99.00%	98.00%	97.00%
Monthly - KPI003 - % First Time Resolution - Non R&B	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	South Oxfordshire	81.00%	100.00%	84.00%	99.00%	99.00%	97.00%
Overall	99.00%	99.70%	99.40%	99.60%	99.40%	99.40%	Vale of White Horse	75.00%	100.00%	84.00%	99.00%	99.00%	97.00%
Mendip							Monthly - PI004 - % Council Tax and Benefits Calls Answered within 20 seconds	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Havant	99.00%	99.70%	99.40%	99.60%	99.40%	99.40%	Overall	76.00%	79.60%	79.10%	81.10%	80.10%	82.90%
Monthly - PI001 - % Email Responses on time	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	South Oxfordshire	86.00%	79.50%	78.80%	77.60%	80.20%	81.50%
Overall	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Vale of White Horse	85.00%	79.70%	76.90%	75.60%	74.80%	80.60%
Mendip							Mendip	80.00%	79.20%	85.80%	89.20%	71.20%	73.40%
Havant	100.00%	100.00%	99.80%	100.00%	100.00%	100.00%	Hart	58.00%	72.60%	74.50%	89.20%	79.80%	84.70%
							Havant	64.00%	82.50%	82.30%	83.90%	93.00%	94.00%
							Quarterly - KPI004 - % Customer Satisfaction						
								Sep-23					
							Overall	98%					
							South Oxfordshire	100%					
							Vale of White Horse	92%					
							Mendip	97%					
							Havant	100%					
							Hart						

## Land Charges

Monthly - PI002 - % Local Land Registrations completed on time	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Quarterly - KPI001 - % Achievement of 5 Day Search Target	Sep-23
Overall	100%	100%	100%	100%	100%	100%	Overall	72.70%
South Oxfordshire	100%	100%	100%	100%	100%	100%	South Oxfordshire	73.20%
Vale of White Horse	100%	100%	100%	100%	100%	100%	Vale of White Horse	73.80%
Mendip	100%	100%	100%	100%	100%	100%	Mendip	71.40%
Havant	100%	100%	100%	100%	100%	100%	Havant	73.50%
Hart	100%	100%	100%	100%	100%	100%	Hart	72.10%
Monthly - PI003 - Complaint Volumes	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Quarterly - PI001 - % Achievement of 8 Day Search target	Sep-23
Overall	0	0	0	0	0	0	Overall	100.00%
South Oxfordshire	0	0	0	0	0	0	South Oxfordshire	100.00%
Vale of White Horse	0	0	0	0	0	0	Vale of White Horse	100.00%
Mendip	0	0	0	0	0	0	Mendip	100.00%
Havant	0	0	0	0	0	0	Havant	100.00%
Hart	0	0	0	0	0	0	Hart	100.00%

IT

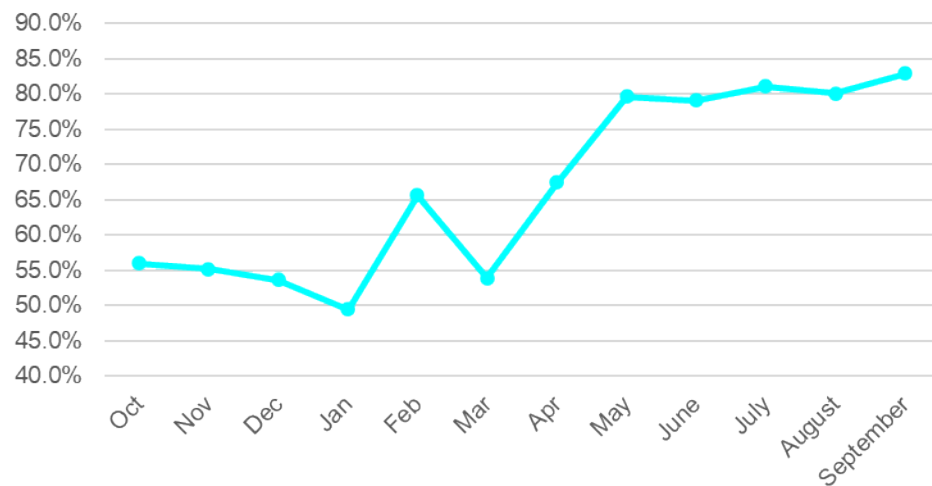
Monthly - KPI001 - % Internal Service Availability	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%
Mendip						
Monthly - KPI002 - % External Service Availability	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%
Mendip						
Monthly - PI004 - % Achievement of Service Requests to Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	99.49%	97.62%	100.00%	100.00%	98.01%	99.12%
South Oxfordshire	100.00%	95.10%	100.00%	100.00%	99.34%	99.06%
Vale of White Horse	100.00%	95.10%	100.00%	100.00%	99.34%	99.06%
East Hampshire	99.12%	99.32%	100.00%	100.00%	96.64%	99.21%
Havant	99.12%	99.32%	100.00%	100.00%	96.64%	99.21%
Mendip						
Monthly - KPI004 - % Management of P1 Incidents to Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	100%	100%	0%	98.75%	100%	100%
South Oxfordshire	100%	100%	0%	99.49%	100%	100%
Vale of White Horse	100%	100%	0%	99.49%	100%	100%
East Hampshire	100%	100%	100%	98.04%	100%	100%
Havant	100%	100%	100%	98.04%	100%	100%
Mendip						

Monthly - KPI003 - % External Service Availability OOH	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%
Mendip						
Monthly - PI003 - % Achievement of P2 - P4 Incident Management Targets	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	95.86%	97.49%	99.09%	97.17%	97.32%	97.49%
South Oxfordshire	93.04%	97.27%	98.25%	96.92%	97.95%	100.00%
Vale of White Horse	93.04%	97.27%	98.25%	96.92%	97.95%	100.00%
East Hampshire	98.01%	97.71%	100.00%	97.44%	96.45%	94.02%
Havant	98.01%	97.71%	100.00%	97.44%	96.45%	94.02%
Mendip						
Monthly - PI001 - % Delivery of Patch Management to Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%
Mendip						
Monthly - PI005 - % Delivery of Change Requests to Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	100%	100%	100%	100%	100%	100%
South Oxfordshire	100%	100%	100%	100%	100%	100%
Vale of White Horse	100%	100%	100%	100%	100%	100%
East Hampshire	100%	100%	100%	100%	100%	100%
Havant	100%	100%	100%	100%	100%	100%
Mendip						
Monthly - PI006 - % Achievement of First Time Fixes to Time	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Overall	86.24%	88.53%	85.42%	81.28%	86.63%	85.71%
South Oxfordshire	80.33%	90.91%	86.15%	90.41%	85.19%	88.04%
Vale of White Horse	80.33%	90.91%	86.15%	90.41%	85.19%	88.04%
East Hampshire	88.54%	87.50%	85.04%	76.15%	87.60%	83.65%
Havant	88.54%	87.50%	85.04%	76.15%	87.60%	83.65%
Mendip						

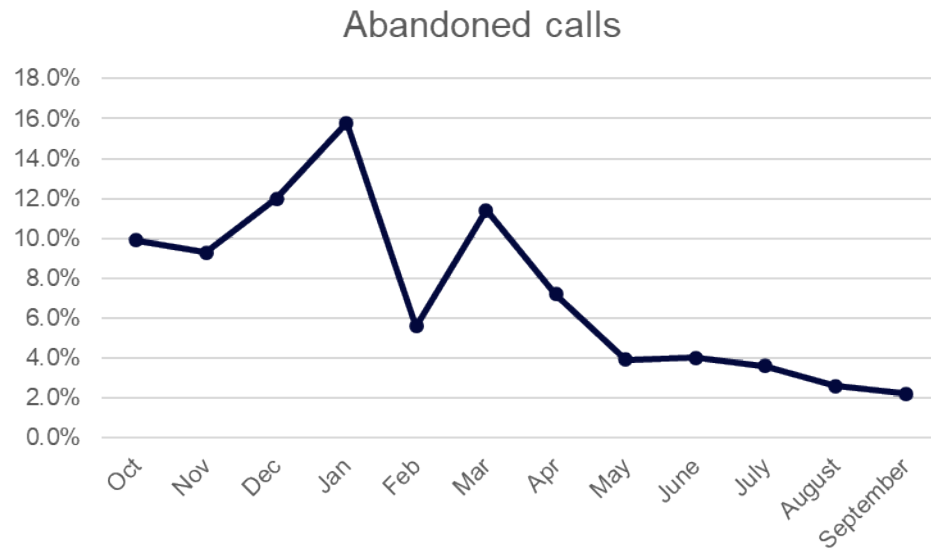
### Customer Service Graphs

The below graphic details the percent of all revenues and benefits calls answered within 60 seconds. There has been a sustained improvement over the course of this year.

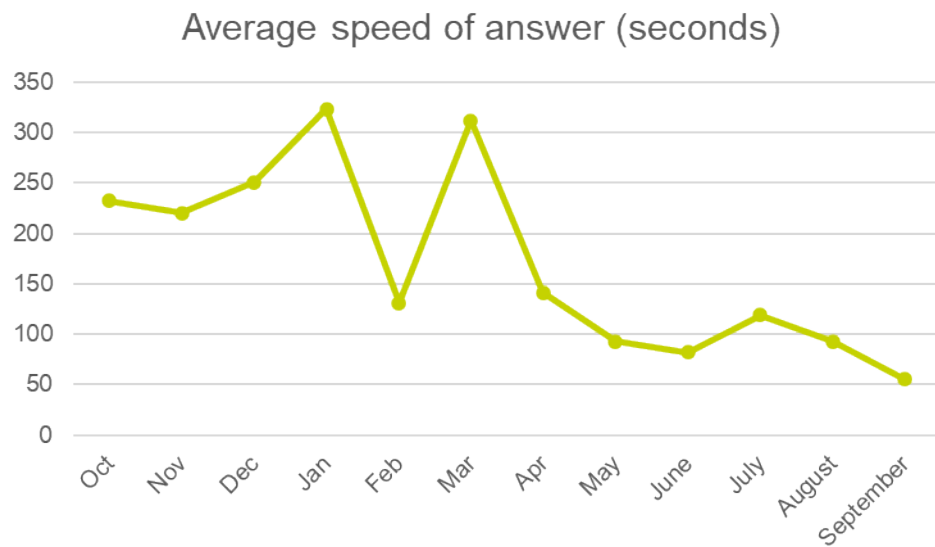
Calls answered in 60 seconds (PI004)



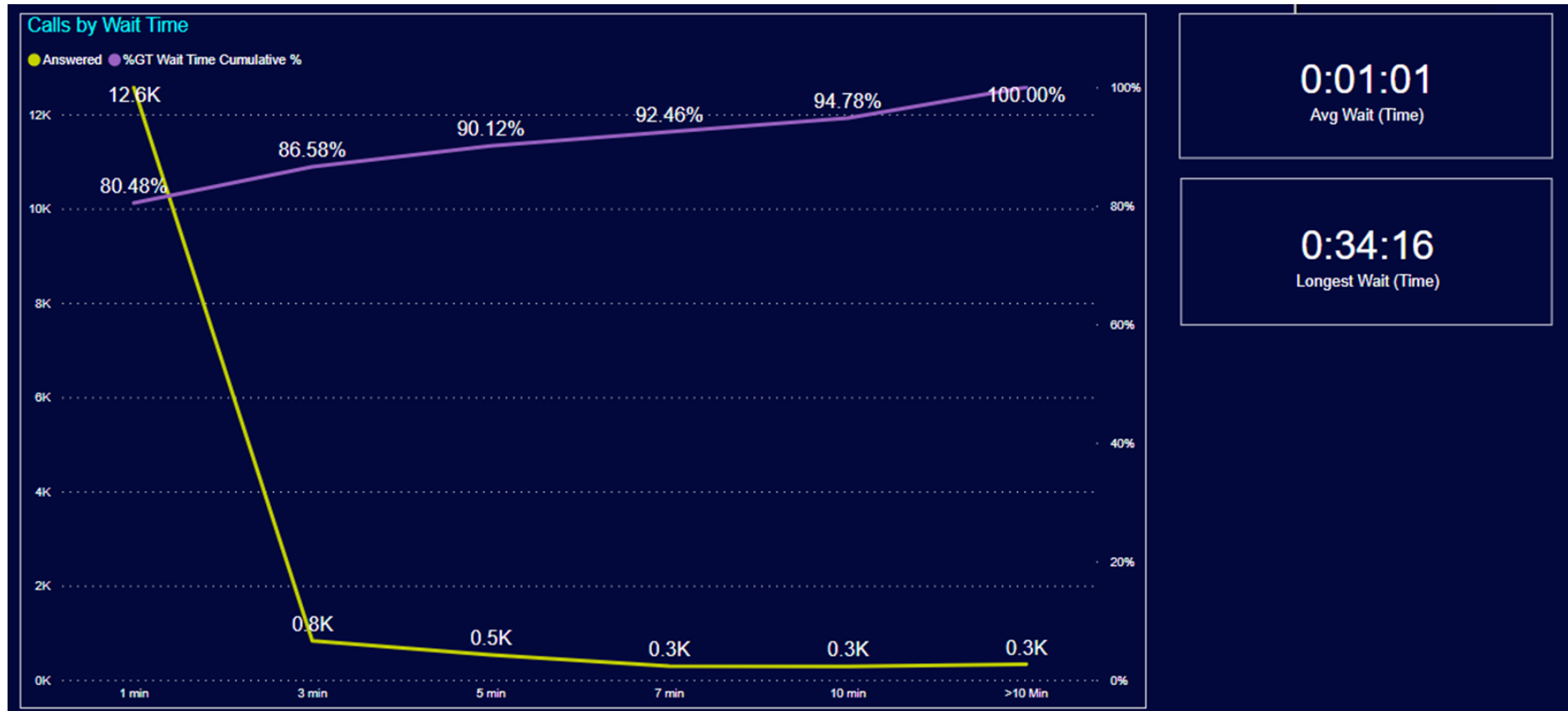
The below graphic shows the percent of calls to the contact centre abandoned by customers. This has fallen from 12% in March to 2% in September.



The below graphic shows the average time it takes for a customer to have their call answered. This has fallen from 5 minutes in March to just 1 minute in September.



The below graphic shows the number of calls answered in 1 minute, 3, 5 and up to 10 minutes. It also shows the longest and average wait time in September.





## Performance Indicator 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 collection of overpayments in year above 65% through September 2025
PI004	Maintain council tax in year collection above targeted % through March 2025
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

**Capita**

**Strategic Update**

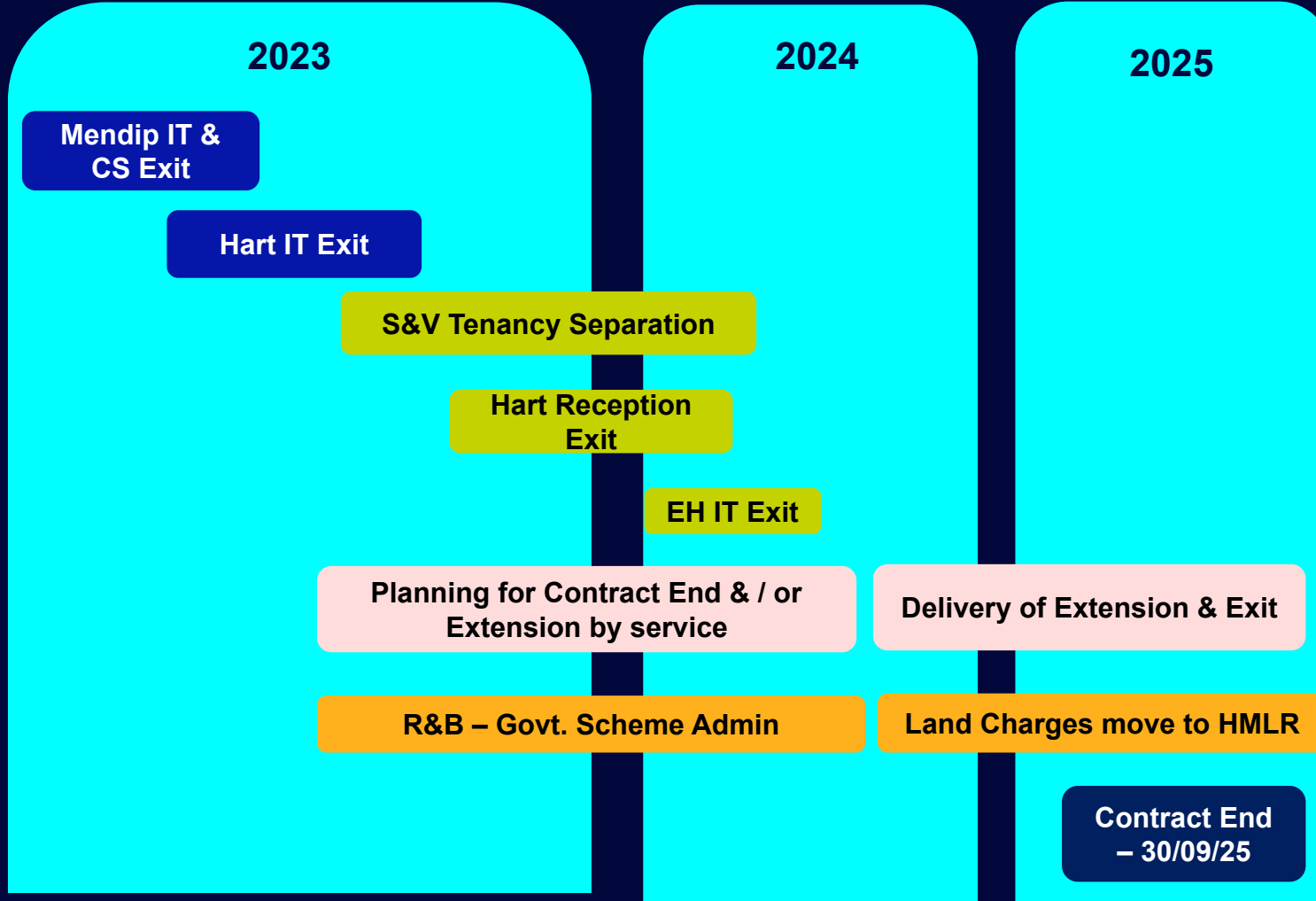
November 2023

# Looking ahead: Supporting Corporate Targets

Delivered
In progress / identified
Govt. Schemes

Page 36

Priority Activities for the next 2 years



**Services to Plan**

- R&B: All Councils
- Land Charges – All Councils
- IT: Havant and S&V
- Customer Services F2F – Havant
- Customer Service Calls – Havant, Hart and S&V

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Exempt from Publication

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Exempt from Publication