

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/summons 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