

Leicester
City Council

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Community Safety and Housing Scrutiny Committee
Cabinet**

**22nd June 2006
26th June 2006**

The Leicester, Leicestershire and Rutland Single Non-Emergency Number (SNEN) Project

Report of the Service Director (ICT & Customer Access)

1. Purpose of Report

1.1 To raise awareness of the SNEN/ 101 project.

2. Summary

2.1 Leicester City Council, along with Leicestershire Constabulary and Rutland County Council, was awarded in excess of £4.2 million in December 2005 to implement a new 24/7 telephone-access service for non-emergency calls. The service will be accessed via the memorable, three digit number, 101. The Leicester, Leicestershire and Rutland partnership is one of only five partnerships across the Country chosen to pilot the service, the others are Wales, Northumberland, Yorkshire and Hampshire.

2.2 The 101 service will receive service requests, provide advice, information and support on the following services:

- Vandalism, graffiti and other deliberate damage to property
- Noisy neighbours or loud parties
- Intimidation and harassment
- Abandoned vehicles
- Fly tipping/ Fly posting
- People being drunk or rowdy in public places
- People dealing drugs
- Street lighting

2.3 Leicester City Council is Accountable Body for the project and we will host the local 101 call centre. A police officer will be present in the centre at all times to offer expert police advice. The 101 service for Leicester and Rutland is scheduled to go live by late summer. Work is well underway to recruit staff to this new team and set up all associated systems and infrastructure.

- 2.4 The Leicester, Leicestershire and Rutland Partnership includes funding for an Inter-Agency Community Safety Bureau which will take data from the call centre, along with other data from Police and Local Authority sources (subject to data protection considerations) and use the intelligence to identify problem areas, trends etc to ensure that limited resources are being effectively deployed on the ground. This information will support neighbourhood action, engagement and service delivery around the council area committees, joint action groups and neighbourhood policing teams.
- 2.5 The impact of the new service on demand levels will be closely monitored. We are very aware of the need to ensure that callers to 101 are clear what to expect in terms of service response times. This is a particular issue when 101 is available 24 hours, seven days a week, but many of the services that will respond work traditional office hours.
- 2.6 We can also anticipate that the service will lead to an increase in reported crimes within the city. The Home Secretary has accepted that this is an almost inevitable consequence of introducing improved notification arrangements. Again the impact will be closely monitored.

3. Recommendations

Members are recommended to:

- 3.1 Note the report and the work that is underway to launch a Leicester and Rutland 101 service by late Summer 2006.
- 3.2 Support the bid to the Home office for further funding to expand the Leicester and Rutland 101 service to include Leicestershire Districts and the County (see 6.4).
- 3.3 Support a recommendation from Corporate Directors' Board that the Council should review its own telephone access arrangements as part of the Business Improvement Programme with a view to moving towards a single telephone number to access all council services (see 6.3.5)

4. Headline Financial and legal Implications

- 4.1 Financial implications (Author: Andy Morley. Chief Accountant x 7404)

The City Council is the Accountable Body for the project and, as such, is responsible for accounting for the project funds of £4.2m. This sum is split between Implementation costs (the costs of getting the project up and running) of £1.2m and Operational costs (the costs of actually running the project services) of £3.0m, and covers the period up until December 2007.

The City Council is directly responsible for planned expenditure of approximately £850k of the implementation costs and £2.1m of the operational costs, the majority of the balance being spent by the Police Authority with a small sum spent by Rutland County Council.

The Home Office will be reviewing the success of the project and making arrangements for the service to continue beyond December 2007, if it is considered a success. The Council is ensuring that no financial commitments are made beyond December 2007 until the Home Office has confirmed the future funding arrangements.

4.2 Legal Implications (Author: Rebecca Jenkyn, Senior Solicitor x 6378)

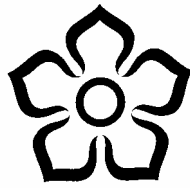
There are no legal implications arising directly from this report. However, Legal Services will be involved as the project progresses to ensure contractual appointments and the like are in accordance with our procurement guidelines.

5. **Report Author/Officer to contact:**

Jill Craig
Service Director (Information)
Resources

DECISION STATUS

Key Decision	Yes
Reason	Significant effect on one or more wards
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)



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WARDS AFFECTED
Type in Ward

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SUPPORTING INFORMATION

1. THE SINGLE NON-EMERGENCY PROJECT

- 1.1 The Single Non-Emergency Number (SNEN) project, is a joint Home Office/ DCLG (Department for Local Communities and Local Government) project designed to free up the overburdened 999 service and enable a quicker response to genuine emergency calls.
- 1.2 The Office of Communications (OFCOM) has assigned a three-digit number - 101 - for the SNEN service. Since the formal launch of the 101 number earlier this year, the SNEN service has been known as 101.
- 1.3 Five partnerships across England and Wales were chosen in December 2005 to pilot the 101 service:
 - Leicester City Council, Rutland County Council and Leicestershire Constabulary;
 - Sheffield City Council and the South Yorkshire Police Force;
 - Cardiff City Council and the South Wales Police Force;
 - Councils in Hampshire, the Isle of Wight and Hampshire Constabulary;
 - Councils in Northumbria and the Northumbria Police.
- 1.4 The Leicester, Leicestershire and Rutland partnership was awarded £4.2 million funding for the period January 2006 – December 2007. A further three-year extension of the national funding agreement is anticipated in the next budget review.
- 1.5 The Hampshire partnership went live on 15th May, with the other partnerships following over the summer. The Leicester, Leicestershire and Rutland partnership is scheduled to launch in August.

- 1.6 Until 2008, by which time national coverage is anticipated, the 101 service will focus on the following 'core' anti-social behaviour and community safety services:
- Vandalism, graffiti and other deliberate damage to property
 - Noisy neighbours or loud parties
 - Intimidation and harassment
 - Abandoned vehicles
 - Fly tipping/ Fly posting
 - People being drunk or rowdy in public places
 - People dealing drugs
 - Street lighting
- 1.7 There have been a number of national call centre service initiatives over recent years, but this is the first assigned a three digit number so we can assume that 101 is intended to expand beyond its current limited brief. The Home Office have based the 101 concept on the American 311 telephone service: in particular they cite the New York 311 service, which is a single point of access to ALL local public services in the area, as a model to learn from.
- 1.8 The 101 project aims to:
- Improve citizens' access to non-emergency public services by providing a single three-digit number that will operate 24/7 with multi-language features, and multi-media access.
 - Improve citizens' confidence in non-emergency public services by providing high quality advice and information, and effective action on community safety
 - Reduce the burden of unnecessary calls to 999 emergency services and allow efficiency improvements in service delivery
 - Identify priority concerns for local areas and provide a performance management framework to accurately focus resources at these concerns
 - Improve the quality and effectiveness of both emergency and non-emergency public services by enabling a high degree of active co-operation between the Police, Local Authorities and other agencies.
- 1.9 To ensure consistency when the service is eventually rolled out nationwide the scope of the 101 service has been defined nationally with little room for local variation, however the 101 National Team were keen to encourage different models of delivery in each of the five pilot areas.
- 1.10 Both Yorkshire and Hampshire's 101 services are based within the existing Police call handling centres. The Northumberland model is based on the existing call centres of two local authorities (Newcastle and Sunderland) and the Police call centre, with each taking a percentage of the 101 calls, although the Police will take all out of hours calls. Cardiff has had funding from the HO to build a new building, '101 House', with the intention that it will become the 101 centre for the whole of Wales. The service is staffed by local authority employees, although the Police are Accountable Body and will oversee the 101 staff.

- 1.11 Leicester's model is unique in that it is the only one where a local authority is Accountable Body; we are also the only one to include an Inter-Agency Community Safety Bureau (ICSB). The Leicester model is based on Leicester City Council hosting an entirely new call management service that will take all 101 calls on behalf of the City Council, Rutland and Leicestershire Constabulary. The highly trained staff will have access to Police systems and it is assumed that the majority of calls will be resolved at first point of contact without the need for further referral. The ICSB will take data from the call centre, along with other data from Police and Local Authority sources (subject to data protection considerations) and use this intelligence to identify problem areas, trends etc to ensure that limited resources are being effectively deployed on the ground

2. THE LECESTER, LEICESTERSHIRE AND RUTLAND 101 CALL CENTRE

- 2.1 Leicester City Council will host the Leicester 101 call management centre at least until the end of the current funding agreement (December 2007). Arrangements beyond December 2007 will depend on the success of SNEN and national plans to develop it further.
- 2.2 101 is a 24/7 service and the Leicester, Leicestershire and Rutland service will initially employ a team of over 30 FTE staff. The staff will be employed by LCC.
- 2.3 The service will initially be based in New Walk Centre and then moved to Pilot House as soon as new accommodation is ready.
- 2.4 The service will be available 24/7, 365 days a year. A police constable will be on site at all times to provide specialist advice and support to the service.
- 2.5 Leicester City Council already host the Leicester 'It's my call' line for Anti-Social Behaviour issues. This is a joint Police/ Local Authority project and is one of the reasons we were approached to bid for first wave 101 funding.

3. LEICESTER CITY'S INTER-AGENCY COMMUNITY SAFETY BUREAU

- 3.1 The Leicester, Leicestershire and Rutland 101 project includes Home Office funding for an Inter-Agency Community Safety Bureau (ICSB).
- 3.2 Since the earliest discussions the Leicestershire partnership felt the Home Office bid must include funding to recruit a dedicated team of analysts tasked with looking at ways of improving the way our agencies work together on community safety and anti-social behaviour issues in order to make best use of the limited resources available. We anticipated that 101 could result in increased demand and raised public expectations and therefore our participation as a wave 1 partnership was dependent on the HO approving funding for an ICSB.
- 3.3 The government funding awarded in January includes moneys for a Leicester City ICSB and a smaller Rutland ICSB. The City ICSB will be developed to meet the City's needs and aspirations, and may differ in design from the developing Rutland ICSB. This report looks specifically at the plans for the Leicester City ICSB.
- 3.4 The 101 ICSB funding will pay for, until December 2007, a small team of Analysts and Community Investigators whose brief will be to collate data and interrogate systems to

exploit the way data is used in the community safety/ anti social behaviour agenda. The 101 ICSB Analysts and Community Investigators will draw upon data from the 101 call management system and will combine this with an analysis of existing police and local authority data systems. Research findings will be shared with service providers to ensure that they have access to additional information that may help shape their service delivery arrangements.

- 3.5 The Police are leading on the ICSB project and they will employ the ICSB team. The budget also includes moneys for a 101 link officer who will be based within the Safer Leicester Partnership team in the City Council.
- 3.6 The Leicester 101 ICSB will be based within the existing police community safety bureau at Mansfield House in the City Centre.
- 3.7 The work of the 101 ICSB will complement existing initiatives and tools used to determine local antisocial behaviour priorities such as Community Patchwalks, Environmental Visual Audits (EVAs) and the establishment of Key Individual Networks (KINs)
- 3.8 It is proposed that the 101 ICSB team present their analysis and recommendations to a joint management group (JMG) comprising the ICSB Manager and representatives from the LCC Community Safety team, the Safer Leicester Partnership and the Police, and other service managers as appropriate. This JMG will agree the work programme for the ICSB Community Investigators and Analysts.
- 3.9 The Leicester 101 ICSB project includes the development of an American style 'Citystat' process. Citystat is a cross agency working group set up to stimulate debate about alternative ways of working, review the effectiveness of initiatives, commission research studies etc. The difference between the JMG and a Citystat process is more senior engagement and more formal accountability. In America the Mayor, or their representative, usually chair Citystat meetings. American Citystat meetings are held in private.
- 3.10 The Leicester 101 ICSB project includes a proposal to introduce Citystat type meetings in Leicester. It is proposed that the Leicester equivalent Citystat process is named APEL - Achieving Performance Excellence in Leicester. Again it is worth noting that these proposals are Leicester City specific.

4. WHAT AN APEL MEETING MIGHT LOOK LIKE

- 4.1 The proposal is that an APEL Board would meet approximately every six weeks, starting from November 2006 and that it will be chaired by a senior council representative. The APEL panel would include the Police Central Area BCU (Basic Command Unit) Commander and the appropriate LCC community safety representative.
- 4.2 Community Investigators from the ICSB and representatives from the JMG will brief the Board on the matters to be discussed. The APEL panel would then invite in, at recognised time slots, representatives from Local Policing Units, service providers and partners with the appropriate decision making authority to respond to the issues within the reports compiled by the Community Investigators. The APEL board and attending

representatives will receive a presentation on the matters for discussion and then a formalised problem solving process will take place where representatives will be asked about the matter at hand.

- 4.3 This meeting will be for invitees and representatives from the ICSB to inform the APEL Board and attending bodies of the findings of the Community Investigators. The end of output from the meeting would be agreed actions and comments that will be incorporated into the Community Investigators reports which will feed directly back into the relevant forums.
- 4.4 The aim is for the APEL Board to recognise excellence and reward innovative working and partnership approaches to problem solving, but also to challenge, in a supportive environment, areas of continuing concern in the community.
- 4.5 From April 2007, it is anticipated that the APEL process would be opened to observation by any partnership members, by prior agreement of the chair.

5. CURRENT STATUS OF DEVELOPMENT

5.1 THE 101 CALL CENTRE

- 5.1.1 The project to establish a new call centre is progressing well, although recruitment has been challenging and the service is unlikely to be at full establishment for go-live. Options to supplement resources, including support from the Police, are being explored. All new recruits must attend an intensive seven-week training programme, including a five-day nationally accredited event, before they can take 101 calls. Delivering the training in a block before go-live is logistically easier than training staff once the service has gone live.
- 5.1.2 Nicola Newman has been appointed as the 101 Call Centre Manager and she joined the team in April. The function reports to Pat Jones, Head of Customer Services, in the Information Division of the Resources department.
- 5.1.3 The Home Office project team have developed very rigorous acceptance criteria and will subject the 101 team to a 'dress rehearsal', using a third party call agency to generate scenario based calls localised for Leicester and Rutland, before the service can go live. The Home Office will also use a service readiness checklist to check our call handling arrangements, including 'closing the loop' (recording when a service request has been fulfilled) on all enquiries; our ICT arrangements; business continuity; disaster recovery and day-to-day working procedures.
- 5.1.4 The project is also required to produce daily operations reports to the Home Office to monitor service performance. In addition, we can expect regular mystery shopper, user satisfaction surveys.
- 5.1.5 We can expect some national and a lot of local media interest during the summer in anticipation of the launch and particularly when the service goes live. The project includes funding for a Communications Officer, but unfortunately the first attempt to recruit was unsuccessful. Mark Bentley is leading an exercise to fill this post as soon as possible.

- 5.1.6 This report is the start of a general awareness raising exercise across the Council as it is recognised that our own staff, particularly front line staff, are key 101 stakeholders both as potential customers of the 101 service and also service providers delivering services in response to 101 calls.
- 5.1.7 The process of 'closing the loop' requires our front line service providers to notify the 101 Centre when service requests have been completed. How we will do this in practice still needs some work and we will need to work closely with colleagues in other departments over the coming months to finalise operational working arrangements. It should be noted that this might require some changes to existing business processes.

5.2 THE ICSB AND APEL

- 5.2.1 Whilst the 101 call centre project is being managed by the City Council, the ICSB and APEL project is being led by Leicestershire Constabulary. The main officer lead for the ICSB and APEL project within the Council is Alistair Reid.
- 5.2.2 An ICSB Project Team, chaired by Chief Inspector Ian Stripp, and consisting of representatives of the Council's Community Safety, Youth Offending and Anti-Social Behaviour teams is meeting regularly.
- 5.2.2 Interviews have taken place for the ICSB Analysts and Community Investigators and offers are being made. Interviews for the ICSB Manager will begin on the 26th June. It is hoped that people will be in post from August 2006.

6. ISSUES FOR LOCAL CONSIDERATION

- 6.1 The Council's involvement in 101 raises a number of questions:
- How will front line council services cope with any additional work generated by 101?
 - What impact does, or should, 101 have on the council's existing telephone access strategy?
 - What about future developments – do we have a view on our involvement beyond December 2007?
- 6.2 *How will front line services cope with any additional work generated by 101?*
- 6.2.1 It is difficult to predict what impact 101 will have on the numbers of service requests raised for e.g. graffiti removal, or noise management services. The City Council in-scope services are ones where we currently perform very well and the reaction of the service providers has been to welcome the new initiative as a means of more quickly getting notification of problem areas. The American experience was to see an increase in demand, however the improved management information that the service generated also presented opportunities to work differently with minimal net impact on resource levels. We are also hopeful that better joined up working at the point of initial contact between the Police and the Council will result in an enquiry reaching the correct service more quickly and with all relevant information included – at the moment business is often passed backwards and forwards between the two agencies before it is resolved.

6.2.2 We have the opportunity to learn from the other wave 1 partnerships who go live before us and we will be monitoring the impact very closely. The ICSB service also provides a resource to analyse the impact and seek better ways of working to ensure that our resources are being best deployed.

6.2.3 It is essential that we baseline current demand levels and monitor any impact. We will be working with the in-scope service deliverers to ensure that appropriate monitoring arrangements are in place.

6.3 *What impact does, or should, 101 have on the Council's existing telephone access strategy?*

6.3.1 The Council's telephone access strategy currently states that we will move towards a model where all telephone access is via no more than a small number of contact numbers, each service with a clear identify and a critical mass of users. We currently advertise the following numbers:

(Approx numbers of calls per year shown in brackets)

- General Enquiries (incl switchboard) – 252 7000 (620,000)
- Waste management 252 7002 (62,000)
- Street scene – 252 7001 (53,000)
- Job Shop – 252 7010 (30,000)
- Housing Benefits and Council Tax – 252 7005 (280,000)
- Housing Management – 252 6868 (*100,000)
- Housing Repairs – 253 7666 (180,000)

And Housing is planning to launch a Housing Options Call Centre later this year.

* This is a recently launched service. The figure quoted is anticipated number of calls.

(The Leicester and Rutland 101 service has the capacity for 290,000 calls per year).

6.3.2 Because the number 101 is so memorable and the service is available 24/7 we can anticipate that 101 will reduce the number of calls received by some of these service lines, although at this stage we can't predict what the impact will be.

6.3.3 The Council's Customer Relationship Management (CRM) system records all customer contact via the council's Customer Service Centres (CSCs) and its General Enquiry line. Work is underway to interface CRM with the Councils Waste Management and Street Scene Service Lines, and to link Internet service requests to the CRM. The CRM does not hold a record of customer contact with the other Contact Centres or any of the Council's various other face-to-face access points. 101 will use the Council's CRM system.

6.3.4 The 101 service requires that Customers can phone back for an update on progress regarding service requests. In the early days of 101 we will rely on fairly manual feedback loops to record progress, but in time we will integrate the CRM with back office systems so that progress is automatically notified to the 101 staff

6.3.5 Following discussion at Directors Board it was suggested that research should be initiated to review the cost and benefits of moving the Council to a single telephone number for all services as soon as practicable. It was further noted that any such initiative must minimise the use of menu options e.g. dial one for Planning etc. Such a review would of course need to consider the impact of 101. It is proposed that this review be carried out as part of the Business Improvement Programme, which includes Customer Access as one of its core themes.

6.4 *What about future developments – 101 beyond December 2007*

6.4.1 Councils and Police Forces had until June 2nd to register interest in bidding for wave 2 funding. Wave 2 participants will be expected to roll 101 out in their area by June 2007. Leicestershire County Council and all the Leicestershire District Councils have bid to join wave 2; the bid proposes the expansion of our existing 101 centre to host their 101 calls. The Leicester, Leicestershire and Rutland 101 service was designed in anticipation of this expansion.

6.4.2 As mentioned earlier, it is anticipated that 101 will develop beyond its current brief. We can reasonably assume that in the short term it will broaden to encompass a broader community safety agenda, in the medium to longer term it will encompass a wider range of local public services. What we can be certain of is that the development of 101 will be very much influenced by the public’s reaction to the service.

7. Other implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		
Policy	No		
Sustainable and Environmental	No		
Crime and Disorder	Yes	The whole report is related to the introduction of a new service intended to improve community safety	
Human Rights Act	No		
Elderly/People on Low Income	No		

8. Background Papers – Local Government Act 1972

None

9. Consultations

Daxa Pancholi, Community Safety Manager, R&C.
 SRG - 23rd May.
 Directors Board - 30th May
 The Service Director (Streetscene), R&C.

10. Report Author

Jill Craig
Service Director (Information)
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