



101

Wave 2

Rolling out the service nationally

Key principles and objectives



Introducing Wave 2 for the 101 service

101 is being launched in three waves across England and Wales. This ensures that key lessons are learned early on, before we commit funds and resources to the wider roll-out. The first wave goes live in 2006. The second wave will be launched the following year. National roll-out will be achieved by 2008.

The focus of the second wave is to achieve economies of scale and wider geographical coverage, while maintaining a high quality of customer experience and service delivery.

Evaluation of the first wave areas and lessons learned will be collated in August 2006 and introduced into the second wave.

This booklet explains the approach to the roll-out of the second wave. It includes:

- the vision for the 101 programme;
- the objectives for Wave 2;
- details of the overall timetable for roll-out;
- selection criteria to aid in the selection of Wave 2 partners;
- documentation for potential partners to set out expressions of interest to deliver the 101 service; and
- models to show how partners in Wave 1 have delivered the service.

This brochure should be read in conjunction with the booklet, **Introducing 101**.

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1 The 101 vision

101 provides the public with access to advice, information and action on community safety issues through a new three-digit number, and helps to free up the 999 emergency service to handle emergency calls.

101 deals with community safety, including non-emergency crime, policing and anti-social behaviour issues. Callers to the 101 phone number are connected to the service covering their part of the country. When fully rolled out, customers will be able to access the service using multiple channels – phone, web, email and SMS.

Calls made within one area are routed to one or more contact centres and handled by trained advisers. These advisers will, for the majority of calls, be able to resolve the caller's query through giving advice or information, or will gather information from the caller and refer the caller's query to a service delivery partner to resolve the issue. Callers will be told what performance level to expect, for example if reporting an abandoned car, they will be told how quickly it will be removed.

For calls that are not within the scope of the service, the advisers will either transfer the caller to another part of the service provider's operation to progress the caller's query or signpost the caller to a more appropriate service, requiring the caller to dial another number.

2 What are the key objectives for Wave 2?

First and foremost, the objective of Wave 2 is to achieve economies of scale through the roll-out of the service to at least 50% of the population of England and Wales, and by incorporating best practice from Wave 1.

This will be achieved by:

- extending the scope of the service to include additional services within the community safety, non-emergency crime, policing and anti-social behaviour programme vision;
- establishing Wave 2 partnerships that are in line with the strategic forces initiative and plans for local government reorganisation;
- selecting Wave 2 partnerships on their ability to deliver value for money;
- establishing a central infrastructure to support multi-channel contacts including web, email and SMS to complement and reinforce existing services throughout local government and the police; and
- investigating and, where possible, implementing shared infrastructure and services to support intelligence and interoperability on a national scale.

3 How will Wave 2 be rolled out?

The Wave 2 roll-out will be managed in five stages as follows:

Stage 1: Selection

Potential Wave 2 partnerships will submit expressions of interest, setting out their intention and capability to work as a partnership to deliver the service.

Stage 2: Bidding

Partnerships selected from Stage 1 will submit a full proposal to deliver the service, based on detailed requirements from the Home Office.

Stage 3: Approval and agreement

The Home Office will approve proposals and sign funding agreements with partnerships.

Stage 4: Implementation

Partnerships will set up the service in their area.

Stage 5: Operation

Launch of service. The partnership will operate and manage the service in the selected area.

The selection criteria and suggested timescales are discussed in more detail on pages 10–11 'Selecting Wave 2 partnerships' and 'The Wave 2 timetable, 2006–2007'.

4 What are the key principles for Wave 2?

Scope of the 101 service

The 101 service includes the following 'core' services:

- vandalism, graffiti and other deliberate damage to property;
- noisy neighbours or loud parties;
- intimidation and harassment;
- abandoned vehicles;
- rubbish and litter, including fly tipping;
- people being drunk or rowdy in public places;
- drug-related anti-social behaviour; and
- street lighting.

Additional services will be developed as a part of the Wave 2 roll-out, in line with customer demands and the overall community safety vision of the 101 service.

Partnership requirements

The requirements of each partnership will be set out in two key documents:

Concept of operations (v3.0)

This document describes the key features and principles of the 101 service, ie 'what' the service should look like.

Service specification (v1.0)

This document sets out the detailed requirements that should be met by each partnership. It will be issued in draft in June 2006 and refined in August 2006, incorporating the final lessons learned.

Partnership governance

Each partnership is to establish a partnership board, with delegated authority from each partner's executive to deliver the service. The board should meet on a monthly basis as a minimum.

Partner executives are to write a letter to the chair of the partnership board setting out their commitment to the partnership. (See Annex B for template letter of commitment.)

Funding

Funding will be provided by the Home Office. This will be through grant agreements with each partnership, until December 2010.

Initially, the funding will cover the cost of the change process during the implementation of the service. Once the service is operational, an element of the funding will be transaction based, eg cost per contact, in order to limit the risk to partnerships as a result of volume and demand fluctuations. This will take into account existing local authority and police resourcing of call handling within the scope of the new service, as well as the additional demand from 101.

Central support

The Home Office will be responsible for providing the following in support of the Wave 2 roll-out:

- additional access channels on a national basis, eg email and SMS;
- national call-routing infrastructure and service;
- marketing material and launch campaign; and
- a national 101 training course.

The Home Office will support the Wave 2 partnerships with on-site staff and subject matter experts to facilitate the transfer of Wave 1 experience into Wave 2.

The Home Office will provide £100,000 of funding to the Wave 2 partnerships for the period July to October 2006 to support the preparation of bids.

Demand

In light of the Wave 1 experience, the Home Office will establish standard assumptions on call volumes and call-handling times for Wave 2.

5 Selecting Wave 2 partnerships

Stage 1: Selection

The partnership needs to meet the following selection criteria at Stage 1:

- partnership area with a population of at least 500,000;
- partnership area must be at least one police force area and aligned with the strategic police forces initiative;
- letters of commitment signed by each partner in the partnership (see Annex B for template);
- partnership board is in place; and
- ability to meet roll-out timescales and process.

Stage 2: Bidding

The selection criteria at Stage 2 are:

- evidence of strong partnership governance and partnership working;
- robust stakeholder management procedures in place;
- robust plans for implementing the service within the timescales;
- robust plans for operating the service to the required standards;
- clear view of benefits and how they will be realised;
- fit-for-purpose IT and telephony solution;
- financial schedules that represent value for money;
- compliance with concept of operations;
- compliance with service specification; and
- agreement in principle to draft funding agreement.

6 The Wave 2 timetable, 2006–2007

The key milestones for the Wave 2 roll-out are as follows:

Stage 1: Selection

29/03/06 National conference to introduce Wave 2

02/06/06 Expressions of interest submitted

16/06/06 Successful partnerships informed

Stage 2: Bidding

28/06/06 Stage 2 introductory meeting

18/08/06 Wave 1 lessons learned report available

25/08/06 Final 101 service specification available

25/08/06 Central deliverables confirmed

06/10/06 Proposals submitted

Stage 3: Approval and agreement

31/10/06 Funding agreements signed

Stage 4: Implementation

Jan–Jun 07 Wave 2 public go live

7 Wave 1 partnership models

Northumbria Partnership

Feature	Description
Partners:	14 partners in partnership: <ul style="list-style-type: none"> • Northumbria Police and Northumbria Police Authority; • Northumberland County Council; • Alnwick, Blyth Valley, Berwick, Castle Morpeth, Tynedale and Wansbeck District Councils; • Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland Metropolitan Borough Councils
Accountable body:	Northumbria Police (Authority)
How does it work?	Distributed contact centre model. Some partners take calls and deliver services; others just deliver services. At launch, Sunderland, Newcastle and the police will handle the calls
Advisers:	Employed by the call-taking partner for each location
Population covered:	~1.4m
Interesting fact:	All partners will use a shared web-based 'service request tracking system' that will eventually link to existing CRM and incident-recording systems

Hampshire and Isle of Wight Partnership

Feature	Description
Partners:	16 partners in partnership: <ul style="list-style-type: none"> • Hampshire Constabulary; • Hampshire County Council; • Basingstoke and Deane, Eastleigh, Fareham, Gosport, Havant, Rushmoor and Test Valley Borough Councils; • East Hampshire, Hart and New Forest District Councils; • Isle of Wight Council; • Portsmouth, Winchester and Southampton City Councils
Accountable body:	Hampshire Constabulary
How does it work?	Hampshire Police handle all calls in existing communications centre. Calls requiring action by a unitary authority are transferred on for 'second-tier' call-handling; the police handle the other requests for action on behalf of the other authorities
Advisers:	Employed by the police
Population covered:	~1.8m
Interesting fact:	Using Hampshire-wide network to share information among partners

South Yorkshire Partnership

Feature	Description
Partners:	Two partners in partnership: <ul style="list-style-type: none"> • South Yorkshire Police Force; • Sheffield City Council
Accountable body:	South Yorkshire Police
How does it work?	Calls will be taken in the existing police control room using a mixture of police and local authority staff. Police tasks will be processed through existing system; council tasks passed to Sheffield City Council via a second system for allocation
Advisers:	Mixture of existing and new advisers employed by the police
Population covered:	~0.8m
Interesting fact:	Using multi-skilled advisers trained to handle 999, police non-emergency and 101 calls for flexibility to handle call volumes

South Wales Police and Cardiff Council Partnership

Feature	Description
Partners:	Two partners in partnership: <ul style="list-style-type: none"> • South Wales Police Force; • Cardiff City Council
Accountable body:	South Wales Police
How does it work?	Calls will be taken in a new, dedicated 101 facility. Advisers will have access to council and police systems to enter tasking information
Advisers:	New staff employed by Cardiff City Council with oversight from the police
Population covered:	~0.3m
Interesting fact:	Co-located with a multi-agency joint tasking centre to prioritise service delivery across a large number of local agencies' resources

Leicester and Rutland Partnership

Feature	Description
Partners:	Three partners in partnership: <ul style="list-style-type: none"> • Leicestershire Constabulary; • Leicester City Council; • Rutland County Council
Accountable body:	Leicester City Council
How does it work?	Calls will be taken by Leicester City Council using a new 24x7 contact centre. Service requests passed electronically to partners with some warm call transfers
Advisers:	New recruits employed by Leicester City Council
Population covered:	~0.3m
Interesting fact:	Service will include a joint Community Safety Bureau using information from 101 operation and other sources to deliver intelligence-led deployment of multi-agency resources

Annex A

Expression of interest to deliver the 101 service

Section 1. Introduction

1.1 Summary

Include a brief overview of the partnership and relevant background supporting the expression of interest.

1.2 Assumptions

Include any key assumptions that underpin the expression of interest.

1.3 Compliance

State that the partnership understands, and can adhere to, the approach and timescales set out in Wave 2 principles and approach v1.0 document, setting out any exceptions where appropriate.

Section 2. Partnership details

2.1 Coverage

State the geographical area and population covered by the partnership.

2.2 Partners

Provide details of all partners involved in the partnership including police force, local authority and other agencies where appropriate.

2.3 Letters of commitment

Attach in Appendix A, a signed letter of commitment from each partner, indicating their support for the initiative. A template is included in Annex B on page 21.

2.4 Police force restructuring

State the current situation regarding police force restructuring in the partnership area and the impact this could have on the development of the 101 service.

Section 3. Governance

3.1 Accountable body

Provide details of the proposed accountable¹ body for the partnership and confirm that the organisation has the necessary legal status and senior management support to take on this role.

3.2 Partnership board

Describe the partnership board structure and how all partners within the partnership will be represented.

Provide the names of the partnership board members.

State that the partnership is happy for the Home Office to be a member of the board.

3.3 Stakeholder management

Provide details of any additional arrangements that the partnership has to manage wider stakeholder involvement in the 101 initiative.

3.4 Meetings schedule

Provide a schedule of partnership board meetings and relevant stakeholder events for the period June to October 2006.

¹ The Home Office will fund each partnership through a single 'accountable body'. This organisation will sign the funding agreement with the Home Office on behalf of the partnership and receive the grant payments.

Section 4. Risks

4.1 Risks

Describe the key risks affecting the partnership and how they will be managed.

Appendix A. Letters of commitment

Please attach letters of commitment from all partners here.

Annex B

Template letter of commitment

{ . . .insert partner name . . . } welcomes and confirms its full support for the 101 vision and the approach for the provision of non-emergency services by a local partnership comprising police, local authority and other agencies as appropriate.

{ . . .insert partner name . . . } recognises { . . .insert accountable body name . . . } as the accountable body for the { . . .insert partnership name . . . } partnership and will co-operate fully with them to deliver the services.

Specifically, { . . .insert partner name . . . } recognises and accepts the implications of implementing and delivering the service and will:

- promote and champion the 101 vision and approach within the council/police force/other agency and, where opportunities arise, promote the 101 service to the general public;
- actively participate in the governance of the partnership to ensure that the service is effectively implemented and delivered on an ongoing basis;
- work closely with the partnership to re-engineer contact-handling and service-delivery processes within the 101 service;
- agree service levels with the partnership, which will be met for services delivered within the scope of 101 and measure and report to the partnership the outcome of services delivered and whether or not the agreed service levels have been met;
- share information and knowledge with the partnership where it will help 101 advisers handle and resolve contracts; and
- develop services in a way that complements and reflects the existence of the 101 service.

Notes

snen.homeoffice.gov.uk

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