

Creating a new shared service delivery mechanism

Home Office



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Hedra, a Mouchel Group company, worked with the Home Office to create local authority and police force partnerships capable of delivering a pioneering new public service.

What was the challenge?

Increasing levels of non-emergency requests are being received by the Police from people dialling 999. To enable the Police to direct appropriate resources to handling priority calls and provide a better service to non-emergency incidents, the Home Office decided to create an alternative public service line designed specifically to deal with community safety issues. This included certain non-emergency crime, policing and anti-social behaviour. By dialling 101 directly, calls would be routed to a local Shared Service Centre where a trained advisor would assess what action is required and either:

- provide the necessary information
- signpost the caller to another service e.g. NHS Direct
- transfer the call immediately to the correct service e.g. 999 Emergency Services
- generate a service request e.g. to the Police or local authority partner.

MORI research at the planning stage revealed that public confidence in the 101 service would be heavily dependent upon the action resulting from the call. The project presented two key challenges: to facilitate the effective end-to-end delivery of joined up public services including Police and local authorities and second, to design, build and deliver an integrated, fully operational service within nine months.

How did Hedra support the Home Office?

By applying a consistent, structured approach to managing multiple stake-holders, Hedra, a Mouchel Group company, worked with the Home Office, Police and local authorities around the country to create a workable delivery framework. Hedra's consultants provided practical support and valuable third party expertise in a number of ways:

- defining the scope of the service
- fostering collaboration between parties with no previous experience of working together
- driving through robust business cases to secure operational funding
- forming ground-breaking partnerships between police forces and local authorities, in order to share responsibility for call taking and service delivery
- developing a customer service training curriculum and operational launch plan.

"Hedra was able to tell me what was important and what things we could put to one side and it was by bringing this focus to the programme that we were able to achieve so much."

Hannah Saunders, SNEN 101
Programme Director, Home Office

What was achieved?

With tremendous effort from all parties involved, the first phase of the 101 service was launched on time and within the nine month time-frame. It now provides excellent public support in five areas of the country and public confidence in the delivery of local non-emergency services has improved dramatically.

Individuals, teams and organisations that had not previously worked together have been united into effective, high performing teams at both national and local levels. Running a series of expertly facilitated workshops were key in helping the team to develop clarity of purpose and a shared focus on results. This played a major part in the success of the project achieving its initial milestone with each local partnership submitting a detailed business case for local implementation of the 101 service on time to the Home Office. The partnerships are now firmly in place and the service is now live with 101 providing a high quality and much appreciated service to the public. Customer satisfaction is rated "satisfied" or "highly satisfied" in regular polls.