

## COMMUNITY OVERVIEW AND SCRUTINY PANEL – 17 MARCH 2015

### UPDATE ON THE INTEGRATION OF THE COMMUNITY ALARM AND OUT OF HOURS FUNCTIONS INTO THE CCTV CONTROL ROOM

#### 1. PURPOSE OF REPORT

- 1.1 To update the Community Overview and Scrutiny Panel on the progress of the combined CCTV and Community Alarms service.

#### 2. BACKGROUND

- 2.1 Following a Task and Finish group review, a decision was made by the Council in July 2013 to move the Community Alarm Service from within Housing and combine it with the CCTV Service within Public Health and Community Safety. This would include management of all aspects of the service and in addition the call handling functions for both lifelines and out of hours calls would be brought in-house from Tunstall, the company previously contracted to provide it.

#### 3. INTRODUCTION

- 3.1 Towards the end of 2013, the CCTV and Community Alarm Teams were merged and restructured. The Operator's titles and job descriptions were changed to reflect their additional responsibilities. Training schedules were put in place to ensure all staff were prepared for their new merged role. The change in management of the Community Alarm service started in October 2013 and the calls reverted in-house on 22 January 2014.
- 3.2 When Customer Services close, some calls to the Council still need to be taken. Not all of these are emergencies, but some are. This function had previously been outsourced to Tunstall, a private company based in Yorkshire. Tunstall's performance in handling the Council's 'Out of Hours' calls, had received criticism from council officers. The Out of Hours function reverted in-house on 3 November 2014.
- 3.3 This report is intended as an update on the progress of the in-house service and the performance of the above functions up to this point. Statistics will be produced covering the Community Alarms service over the last year and the latest 3 months of the Out of Hours service.
- 3.4 The functions within the control room currently include; operation of 70 CCTV cameras around the district and at Appletree Court, call handling for over 2500 lifeline customers, the council's 'Out of Hours' call handling and management of community alarm customer information and new installations. In addition, the CCTV and Community Alarm operators monitor NFDC staff out of hours in accordance with the corporate lone worker policy.

#### 4. CCTV AND COMMUNITY ALARMS TEAM

- 4.1 The initial business case proposal included a staffing structure which has since proved difficult to operate. Sickness levels in the team are low but there has been turnover of staff. During these periods cover for such an essential service became very difficult. It was clear that an additional member of staff would be required. A fixed term post has been added to the structure to assist with cover and allow commitment to business

development by the Supervisor. An apprentice has also been employed and he is 3 months into a Customer Services Qualification provided by Brockenhurst College.

- 4.2 In total, the CCTV and Community Alarms team consists of 1 Supervisor, 1 Senior Operator, 8 Full-time Operators, 3 Part-time Operators and an Apprentice. The team generally works a mix of days and nights with some staff assigned to days or nights only.
- 4.3 The team has adapted to the multi-skilled role exceptionally well. Recruiting new staff has not proved difficult, as new Operators are employed based on their skill set for the combined role. However, those already in the team have fully embraced the opportunity and have developed skills previously un-tested.
- 4.4 On a recent exit interview with an operator who had worked here for 10 years, he explained that he would actually be seeking work as a lifeline call operator for his next role. The operators enjoy the challenge and the busy days. They feel they are really making a difference and all are positive about the change.

## 5. COMMUNITY ALARM PERFORMANCE

- 5.1 The table in 5.2 shows our lifeline **call handling** response times over the last year since 'Go live' in January 2014.

### 5.2

Month	Calls	< 15 secs	% < 15 secs	< 30 secs	% < 30 secs	< 60 secs	% < 60 secs	< 3 mins	% < 3 mins	>3 mins	% > 3 mins
Jan 2014	1,368	1,145	83.70%	1,280	93.57%	1,321	96.56%	1,359	99.34%	9	0.66%
Feb 2014	5,013	4,139	82.57%	4,653	92.82%	4,863	97.01%	4,983	99.40%	30	0.60%
Mar 2014	4,070	3,390	83.29%	3,856	94.74%	3,988	97.99%	4,063	99.83%	7	0.17%
April 2014	3,946	3,416	86.57%	3,778	95.74%	3,878	98.28%	3,942	99.90%	4	0.10%
May 2014	4,902	4,044	82.50%	4,590	93.64%	4,781	97.53%	4,888	99.71%	14	0.29%
June 2014	3,494	2,954	84.54%	3,371	96.48%	3,451	98.77%	3,481	99.63%	13	0.37%
July 2014	4,219	3,429	81.28%	4,002	94.86%	4,129	97.87%	4,188	99.27%	31	0.73%
Aug 2014	3,690	3,075	83.33%	3,576	96.91%	3,647	98.83%	3,679	99.70%	11	0.30%
Sept 2014	3,131	2,593	82.82%	3,020	96.45%	3,104	99.14%	3,129	99.94%	2	0.06%
Oct 2014	3,662	3,129	85.45%	3,538	96.61%	3,620	98.85%	3,653	99.75%	9	0.25%
Nov 2014	3,636	2,994	82.34%	3,480	95.71%	3,582	98.51%	3,626	99.72%	10	0.28%
Dec 2014	1,768	1,473	83.31%	1,703	96.32%	1,745	98.70%	1,766	99.89%	2	0.11%
<b>TSA</b>							97.5%		99.0%		
Total calls	42899										

5.3 The Telecare Service Association (TSA) provides detailed standards for both call monitoring and installation of Community Alarms. Over the next year, we would like to apply for accreditation to increase our profile and provide assurance to any prospective partners and customers. In the above table, the TSA target standards are highlighted in yellow. Although not necessary, we aimed from the start to achieve TSA standards to ensure we performed to the required levels.

5.4 Highlighted in green is where we achieved the standard and highlighted in red is where we did not. The 2 months where we were slightly below the standard were upon initial takeover and for calls answered within 1 minute. This is expected due to operators navigating a new system and procedures.

5.5 The table in 5.6 summarises the **categories of calls** dealt with by operators over the last year. Every call in or out is categorised and those most notable have been highlighted.

5.6

Description	Incoming	Outgoing
Request NOK/keyholder		3454
Resident OK	1697	
Request ambulance	1	1213
Test call CCCTV/CA Operator	3011	
Request Fire Service		49
Test call engineer	897	
Request police		107
Test call NATMA	2152	
Request doctor/nurse		129
Test call user	7613	
Request engineer		333
Test call PCO	13	
Assistance requested	2329	
Request information		1803
Door entry/access requested		121
NATMA on site	139	
Repair report to NFDC		34
Access/door entry request	2441	
Activation - mistake	3494	
Activation - no voice contact	1366	
Activation - reason unknown	128	
Ambulance cancelled		5
Arrived ambulance	237	
Arrived contact/NOK	206	
Arrived doctor	10	
Arrived fire service	29	
Arrived police	16	
Assessment appointment		51
Auto low battery	1022	

Call back		2715
Call contact/neighbour		580
Carer required		423
Check resident wellbeing		673
Fallen	395	
Fault Report	243	89
General enquiry	822	
Information requested	247	
Information update	874	
Installation appointment		205
Mains failure	2660	
Not selected	1275	13
Overdue periodic	1532	
Periodic call	12570	
Programming		1837
Reassurance call		380
Reassurance required	40	
Silent call	248	
Test call request		263
<b>Total of above calls</b>	<b>47707</b>	<b>14477</b>

Total received calls as at 19/12/14	49014	20468
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5.7 You will see that in total nearly 3700 calls have been made to our clients to check their details or re-programme their unit. We have also answered nearly 3500 accidental activations.

5.8 One statistic worth noting is the 12,000 periodic calls. These have been programmed to occur in the background and therefore avoid the need for operators to answer. It provides confirmation that the unit can connect to us effectively if an emergency call is made.

## 6. ALARM INSTALLS AND MAINTENANCE VISITS

6.1 Over the course of the year, operators have attended customers' homes on more the 1000 occasions. These visits are predominantly for new installations (583); however some visits are to replace equipment due to faults not covered by our maintenance contract, lost pendants or battery changes.

6.2 These installation visits are usually completed by an operator assigned to a specific 'Community Alarms' shift but often the team complete these on their way to and from work or on rest days if in their local area.

6.3 All operators have been provided with their own bag of equipment and tools to ensure this is possible. Additional PPE is being looked at, including shoe covers for entering customers' properties without removing footwear.

## 7. WITHDRAWAL OF SUPPORTING PEOPLE FUNDING

- 7.1 The decision by HCC to cease Supporting People funding directly affected the Community Alarms service. Funding was previously received for around 300 dispersed private alarm users based on receipt of particular benefits and also around 520 tenants within scheme accommodation.
- 7.2 We have worked diligently to ensure that all who wanted an alarm were given one. Some of our 250 dispersed alarm customers have given up their alarm on the basis of affordability rather than need. We are still receiving requests for assistance on the basis of hardship for a subsidised alarm and we have fitted a number of donation units in the more extreme cases in an attempt to help. However, we have only a handful of these remaining. Some very needy customers who meet Adult Social Care Criteria have had an Argenti assessment and now have a free alarm from HCC. Of the 250 funded private users of lifelines, 116 are now self funding.
- 7.3 In addition, the Housing service deactivated the hard wired lifeline systems in 17 of the 20 scheme accommodations. This meant 520 lifeline users had to be contacted and asked if they would like to self fund and pay for a dispersed unit. 130 have chosen to retain an alarm and self fund. The table in 7.4 shows the additional installations that were carried out this year as a consequence of the withdrawal of funding and / or subsequent changes made by Housing. Each of these installations requires an alarm to be programmed, a visit from an operator to the property, completion of relevant paperwork and direct debit forms and subsequent test calls.

7.4

<b>Private</b>	116 (19 requiring visits)
<b>Scheme</b>	130 visits
<b>Telecare</b>	51 (6 requiring visits)
<b>Total</b>	297 (155 requiring visits)

## 8. BUSINESS DEVELOPMENT

- 8.1 Progress on this has been limited due to the array of other changes that have occurred in the team from staffing to correcting the errors made by the previous service provider. We are also mindful that we maintain the quality of service to our existing clients. The last year has been very intense in terms of training, the writing of procedures from scratch, dealing with the SP funding withdrawal, assisting housing with scheme de-activations, the introduction of the Out of Hours function and the loss of 2 key staff members.
- 8.2 Our own brand identity and the marketing of our service remains a key priority. At this current point without backfilling the vacancies, a surge in installation requests would be difficult to manage. By April 2015, the team will be back to full capacity and allow for this development to take place.
- 8.3 Our target is to increase our dispersed connections by 200 within 2 years, generating £50K of income in doing so. Some work has been done with the communications and graphic teams over branding to begin work on a draft proposal.
- 8.4 In February 2015, a proposal was put together to provide call handling for 'One Community' in Eastleigh. They are a charity that has nearly 900 private lifeline users. There is potential for a partnership and reciprocal arrangement for installations and

business development and they are looking at a medium to long term contract. Their board have recently voted in favour of NFDC and this contract is expected to begin in April 2015. It will be a 5 year agreement, bringing in an additional £90,000 over this period.

- 8.5 Whilst gaining additional business is very important for us, taking on a large contract at this stage could potentially have a detrimental effect to our current service users. Any contract would need to cover the additional staff costs and a significant sum for providing the service, including time spent on reports and contract monitoring.

## 9. FINANCIAL IMPLICATIONS

- 9.1 When the combined service was put together, the budget saving was estimated at £25K a year, meaning that the equipment that was purchased to answer the alarm calls would be paid off in just over three years. 9.1.1 Details the combined budget summary for the last 2 financial years.

### 9.1.1

	20013 / 2014	2014 / 2015
	£	£
Combined CCTV and CA Budget	445,730	288,730
Combined CCTV and CA Actual	379,330	285,071 (Forecast)

- 9.2 In the last year we have coped with the loss of Supporting People funding (£40K Per Annum) through a combination of market led price changes, installation charges and increased revenue from retaining customers who self fund. Contracts have also been reviewed and renewed to suit our changing requirements and reduce costs. This has led to a significant reduction in the cost to the council to provide both services despite the loss of contributions from Hampshire County Council.
- 9.3 We continue to take on new customers at a similar rate to those we lose. The additional savings that have been made in the last year have justified further investment in the team and funding towards the 1 year fixed operator post. This will provide important stability and allow us to develop the business and if possible, achieve TSA accreditation.
- 9.4 It is important to note that this has all been achieved with staff numbers at their minimum with no marketing or promotion of our service. In the spring of 2015, the marketing strategy will be implemented and connections will rise, increasing revenue and therefore further budgetary savings for the combined service.

## 10. OUTSTANDING COMMUNITY ALARM ISSUES

- 10.1 There is a serious issue with supporting vulnerable people who have no support networks or contacts in an emergency. The Health Development Manager and Head of Service are working with the Health and Wellbeing Board on this and initial meetings with South Central Ambulance Service and the Clinical Commissioning Group (CCG) were promising. There may be some funds available for us to work with a local care provider to assist these people and reduce Ambulance Service costs and call outs.

## 11. OUT OF HOURS CALL HANDLING

- 11.1 On 3 November 2014, NFDC terminated its contract with Tunstall for the handling of 'Out of Hours' repairs and emergency calls. In the 6 months prior to going live, a process took place whereby James Knight or Annie Righton met with Heads of Services and managers to understand the support their services required out of hours and discuss issues that had arisen in the past.
- 11.2 A spreadsheet was populated with key information, with appropriate guidance for the CCTV and Community Alarms team. This is a dynamic document that sits in an Out of Hours folder and is constantly changing. It was clear that the information Tunstall had been using to provide this service was inaccurate and some contact lists were 10 years or more out of date.
- 11.3 In the first two weeks of going live, the team were supported by James Knight and Annie Righton on shift in the control room. The environment services and building works supervisors paid visits separately to meet the team and talk them through issues.
- 11.4 Training for the team was difficult as this is very much around learning through experiencing the different types of calls. The team were given clear guidance having clarified procedures early on, particularly in respect of housing calls. The implications of incorrectly sending out an engineer for non emergency calls has been made clear to the team and through close working with the Building Works Supervisor and Customer Services, the transition has been smoother than expected.
- 11.5 The table below shows the calls received in the first 3 months

Call Reason	Emergency	Non emergency
Animals	6	2
Fire Alarms	1	1
Floods	1	0
Flytipping	2	1
Graffiti	1	0
Highways	9	0
Homelessness	3	1
Noise	1	7
Pest Control	0	2
Refuse	0	2
Trees	3	1
Road Furniture	1	0
Vandalism	0	1
Vehicles	1	0
	29	18
Housing Call Reason	Emergency	Non emergency
CO Detectors	4	2
Damage	13	0

Dangerous Structures	1	0
Electricity	38	1
Emergency Maintenance	48	1
Gas	22	7
Heating	130	18
Sewers	9	1
Toilets	18	3
	283	33
Categorised non emergency calls		115
Total non emergency calls		<b>166</b>
Total Emergency Calls		<b>312</b>
Total Calls		<b>478</b>
Average calls per day		5.2
% of calls that are emergency		65.3
% of calls that are non emergency		34.7

- 11.6 The table shows that in the first 3 months we have received an average of just over 5 calls a night. Calls are answered by CCTV when Customer Services are closed, so note that weekends and bank holidays are included. These figures cover the Christmas period and an increased number of office closures, therefore the call volumes tend to be greater at this time. Figures overall are lower than previous Tunstall information suggested.
- 11.7 The team are becoming more experienced by the day and gaining an understanding of what constitutes a genuine emergency and whether a tradesman should be called. 35% of calls received were not categorised as emergencies and the caller was advised to call back the next working day.
- 11.8 It is important that if a call is not an emergency, the caller is advised as such. The operator will then ask them to call back during office hours. The team are conscious that if calls are accepted and logged outside office hours, we are opening up a 24 hour customer service centre and callers will become reliant on this approach. Details of the calls are still logged as a record.
- 11.9 When tradesmen are called out, the CCTV team monitor them as a lone worker. This arrangement brings continuity and ensures we are aware when a tradesman is working. This wasn't the case when the call handling was carried out by Tunstall.
- 11.10 Feedback has been encouraged and a form has been created and sent to Heads of Service to highlight any issues or process improvements they would like to see. James Knight is in regular contact with the relevant managers to ensure dialogue is continued. The control room has been visited by many of the supervisors using the Out Of Hours (OOH) service.
- 11.11 Moving forward, reports will be generated monthly to monitor the number of OOH calls received and the relevant call types.

## **12. OUTSTANDING 'OUT OF HOURS' ISSUES**

- 12.1 We were receiving many calls directly from Hampshire Police concerning issues on the Highways. Initially, we were then calling HCC to resolve. Following communication between James Knight and Hampshire Police, this has been resolved. Calls will now be made directly to HCC from the Police. Updated contact numbers were also passed on. This will need monitoring moving forward.
- 12.2 The issue in 12.1 raised a concern in respect of calls that were not an NFDC responsibility. If an agency such as the Police called us incorrectly, we could ask them to direct it to the correct agency, in this case HCC. As the call originated from the Police, we could be sure that they would do this. However, if we received a call incorrectly from a member of the public with a highway concern, how could we be sure that if re-directed they would indeed make that call? For this reason, any call received by the public, will be actioned by us and we will personally contact the relevant agency.

## **13. AUDIT REPORT**

- 13.1 The Community Alarms service was audited early in 2014. There were some minor issues raised that had already been identified by management upon take-over of the service. Overall the Audit was positive and the second highest rating was achieved.

## **14. CONCLUSION**

- 14.1 The Community Alarms function now sits comfortably within the new combined service under Public Health and Community Safety. The last year has been very challenging for the team, but they have risen to the challenge and moved the service on immensely.
- 14.2 The staff are proud of what has been achieved and they work very hard to represent the authority in the best way possible in all ways that they communicate. This is very much a front-line service, with a large amount of interaction with vulnerable and distressed members of our community. The staff work long hours and are very busy for the majority of that time. This is a change from the single-crewed, isolated environment that many of them were used to.
- 14.3 Currently, the CCTV service has not been negatively impacted by the changes. The time spent reviewing footage on behalf of the police is the same and we have not received negative feedback in relation to our ability to assist with crime and disorder issues. As the control room gets busier with other tasks, proactive scanning is reduced, however good communication between operators and the police control room via airwaves radio ensures any incidents are dealt with in a timely manner.
- 14.4 The successful introduction of the council's OOH calls has drawn a line under the development and integration process of the Community Alarms and CCTV services. What is important now is that we move forward and increase our scope and responsibility further. A fully functional 24 hour control room has a lot of potential, particularly as other authorities are seeking to wind down on providing these services. Business opportunities such as lone worker or alarm monitoring could potentially be introduced with minimal increased workload. The next year will be crucial in developing the business further.

**15. ENVIRONMENTAL, FINANCIAL, CRIME AND DISORDER OR EQUALITY AND DIVERSITY IMPLICATIONS**

15.1 None.

**16. PORTFOLIO HOLDER COMMENTS**

16.1 "I am very proud of our staff and how they have openly embraced the changes. The statistics show a very good record of call answering and I am looking forward to moving forward and attracting more clients. It's great to see the service is on budget and achieving the predicted outcomes".

**17. RECOMMENDATIONS**

17.1 That the contents of the report be noted.

**For further information contact:**

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**Background Information**

None.