

# APPENDIX 1 - Full Business Case and Options Appraisal

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## Corporate Modernisation Delivery Board

**Subject:** Field Officer Role – Full Business case (part of Communities and Neighbourhoods Portfolio)

**Date of meeting:** 27 September 2017

**Report of:** Larissa Reed, Director, Neighbourhoods Communities and Housing

**Contact officer:** Annie Sparks, Joint Acting Head of Regulatory Services ext 2436

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## 1. Introduction

This report sets out the Business Case for a new Field Officer role as part of the wider Communities & Neighbourhoods Portfolio, which was reported to the NICE Committee in July 2017. The objectives for the role are to deliver a more effective service (for residents, visitors and businesses), and to work in a more collaborative and proactive way with communities.

The services and functions for the role have been developed collaboratively, including five workshops and four drop-in sessions for staff (over 60 attended). and informed by wider discussion with stakeholders. The service aims to launch in April 2018, with the phased addition of new and existing functions over time, as services are at different states of readiness. This business case represents, perhaps like Orbis, a stage on a journey rather than a finished product.

The team is likely to consist of 7 full time SO1/2 staff (indicative grade at this point), delivering a 365 day service, from 12 midday until 8pm. This will provide 4 members of staff on duty, with cover, working flexibly and proactively across the city in response to seasonal or local priorities. The recommended rota and Field Officer costs are on page 17. The functions of the Field Officers are listed on page 27. The job description and indicative grade are on page 11. The Field Officers will form an important link between communities and services, and will become a useful single point of contact for service users and members.. They will also be an important source of service improvement intelligence.

The service is likely to sit in the Neighbourhoods, Communities and Housing Directorate as it is part of the Directorate's portfolio and existing functions, and its final management arrangements would also align with the ongoing NCH restructure of services.

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The total cost of the service is £348,100 in the first year. The role has been developed on the basis of being cost neutral. Funding will be provided by the NCH and EEC Directorates based on their respective volumes of work with the new team.

The Field Officers will work with a mobile device which, based on a Digital First pilot project in Pest Control, will greatly improve productivity in the services the Field Officers support, and which will improve customer satisfaction. An indirect benefit of the programme is some limited potential for income generation in some services, but this was not an objective for the Business Case.

### 2. Recommendations

CMDB are recommended to approve Option 1 as the preferred option (page 12) and to agree the following recommendations:

1. Facilitate collaboration from all services and agree the proposed phasing of functions and services (based on the workshops with frontline staff and managers). See page 9 and Appendix 1 on page 27 below;
2. Agree the recommended 12-8pm, 7-member rota (see pages 17 and 9), and the funding and resources required for the set-up of the FO support role (page 19-20 below).
3. Note the timetable for implementation and associated communication and engagement work with key stakeholders (Members, external agencies, staff and unions) (page 34);
4. Note the risks and mitigation actions (page 22).
5. Note the Digital First timetable for delivery (Page 24).
6. Confirm this as a city-wide service, with the management role determining the operational allocation of resource according to seasonal demand and city-wide priorities.
7. Note that Counsel's opinion will be required on the best way to equip Field Officers with the powers needed for the functions specified in Appendix 1 (see page 8).

### 3. Further work, issues and risks

**Please note that ASG comments are being provided after CMDB have considered this business case.**

#### 1. Budget

The Field Officer role is based on existing and new functions being 'transferred' from current services, but the budget for the Field Officer team will be funded by the NCH and EEC Directorates based on a simple total allocated to each Directorate. It is anticipated the Team will be in place in April 2018, with a full complement of staff, with a three month and a six month review to consider progress and what additional functions are ready to be added.

#### 2. NCH restructure

At the time of writing, it is uncertain exactly how the Field Officer role will be managed and where it will be located.. Although the Field Officer role has been developed separately, it is likely that the formal consultation over the restructure will involve

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discussion over the role, and more communications and engagement work may be needed to disentangle the issues as the timetable moves towards the NICE Committee in November 2017, and key budget decisions in February 2018.

### 3. Additional Field Officer functions

The Field Officer role is being launched cautiously - Phase one will cover the range of functions that the new service can deliver with confidence, and these will provide the foundation for the incremental addition of further functions and support services. The timing and sequencing for adding more functions is not yet decided, and more work is needed here. Training will be delivered by the 'host' services from April onwards, as part of the process.

### 4. Digital

The digital mobile platform is key to the role in improving productivity, collaboration and speed of resolution for customers. The Digital First pilot has successfully demonstrated the potential of the new way of working, but there are some risks and issues associated with this (non-standard device; security; printing; purchase timing, sharing information digitally across services).

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Full Business Case	
Service Redesign Name	Field Officer role
Directorate/Service	NCH and EEC
Full Business Case Author	Annie Sparks, Joint Acting Head of Regulatory Services
Date Full Business Case drafted	19 September 2017
Senior Responsible Owners	Larissa Reed and Nick Hibberd, Directors of NCH and EEC
Programme or Project Manager	Carole Convers, Programme Manager, CPMO

### 1. Executive Summary & Recommendations

The aim of the administration's Communities & Neighbourhoods Portfolio is to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings. Different ways of thinking and working are needed to collaborate and achieve positive change.

The Communities and Neighbourhoods Portfolio is delivering 3 programmes:

1. Community and neighbourhood hub development (physical and virtual)
2. Community collaboration (volunteering and governance)
3. Enforcement & inspection (development of the Field Officer role).

A business case has been developed for the wider Communities & Neighbourhoods Portfolio, which was agreed May 2016 by the Corporate Modernisation Delivery Board. The option agreed was to implement a model of collaborative working and service improvement.

This business case focuses on how we deliver enforcement and inspection functions across services to reduce the costs to the council and give a better service to our communities across the City. A new Field Officer role is being developed to deliver coordinated fast and effective enforcement and inspection work across a number of council services, while at the same time working proactively with communities, and our partners.

Working in our communities and with our communities promotes a more proactive and preventative way of working, that delivers solutions and resolves problems. Delivering a better customer service for our residents, visitors and businesses is at the heart of this programme.

Following CMDB's approval of the Direction of Travel for this in March, the NICE Committee have already agreed (3 July 2017) to the aims and objectives around the proposed Field Officer role. This Business Case sets out how these could be implemented while at the same time working alongside the principles set out in the wider Communities and Neighbourhoods Portfolio and Business Case.

Developing this Business Case has required close working with a variety of services, staff and partners, to identify how we best integrate service delivery, reduce silo working, align services, and provide more consistency. Identifying how we achieve this has been a challenge as our services are at very different stages of modernisation and digitalisation. The recommendations have reflected this and highlighted where further work is needed.

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CMDB are asked to approve this Business Case which recommends a team of mobile Field Officers working 7 days a week including some evening working, covering the whole city. It is proposed that this role will work flexibly across services, preventing duplication, reducing response times and improving the way customers access services, with improved customer satisfaction. The Field Officers will be trained by the services they support so they can take appropriate fast and effective action, or refer on with accuracy. Digital solutions are being developed and piloted to enable this to happen.

The Field Officers will be managed as a Team. The location and management structure of the team has yet to be decided. The pending restructure of Neighbourhoods, Communities and Housing Directorate will influence this. Although the Field Officer role has been developed separately, it is likely that the formal consultation over the restructure will involve discussion over the role, and more communications and engagement work may be needed to disentangle the issues as the timetable moves towards key budget decisions in February 2018.

### Recommendations

CMDB are recommended to approve Option 1 as the preferred option (page 12) and to agree the following recommendations:

1. Facilitate collaboration from all services and agree the proposed phasing of functions and services (based on the workshops with frontline staff and managers). See page 9 and Appendix 1 on page 27 below;
2. Agree the recommended 12-8pm, 7-member rota (see pages 17 and 9), and the funding and resources required for the set-up of the FO support role (page 19-20 below).
3. Note the timetable for implementation and associated communication and engagement work with key stakeholders (Members, external agencies, staff and unions) (page 34);
4. Note the risks and mitigation actions (page 22).
5. Note the Digital First timetable for delivery (Page 24).
6. Confirm this as a city-wide service, with the management role determining the operational allocation of resource according to seasonal demand and city-wide priorities.
7. Note that Counsel's opinion will be required on the best way to equip Field Officers with the powers needed for the functions specified in Appendix 1 (see page 8).

### 2. Objectives

The aims and objectives of the proposed Field Officer role are consistent with those of the Communities & Neighbourhoods Portfolio, namely to put communities at the heart of service delivery, while at the same time supporting delivery of savings and making effective use of resources. The objectives of this new role are to:-

- Improve customer satisfaction with services through citizen engagement, joined up service delivery making services easier to navigate
- Be better connected, sharing information and expertise with our key partners to avoid duplication, move away from silo working and reduce the number of interactions customers have with different services

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- Be smarter with universal services, providing digital solutions for high level transactions, automating connections to back office services, reducing the need for officer intervention and promoting self-help
- Work with communities to build resilience, allowing residents to take greater control to make a difference in their neighbourhoods.

3 elements of the role have been identified:-

1. Enforcement activities that are quick and responsive to customer needs (include Fixed Penalty provisions). Timely effective enforcement action resolves problems which will reduce unnecessary demand on partners and services.
2. Gathering intelligence and evidence for existing specialist services. Gathering quick and robust evidence including photographs, mapping and statements to inform these services and enable them to deliver faster, more effective and coordinated enforcement action that is resolving both environmental and community problems.
3. Working proactively promoting behaviour change and community collaboration.

Each of these elements will be covered by the training programme.

### 3. Background and context

CMDB are familiar with the background, having last considered this in March 2017 to approve the Direction of Travel report. The City Management Board is also aware of the broad proposals (Feb 17) as are members of the Community Initiatives Partnership – the Field Officer role was presented to their June 2017 meeting around collaboration with Police and ESFRS.

Developing the Field Officer role is just one of the programmes being delivered by the wider Neighbourhoods and Communities Portfolio. In addition to community development and stronger community collaboration this portfolio aims to deliver services consistently, more effectively and more efficiently, and improve customer satisfaction. The proposed Field Officer role will help to achieve this, and by working in our communities will have a preventative role that stops cases escalating and putting a demand on resources and services.

#### Customer Insight Report 2016-2017

It is noted from the latest Customer Insight Report 2016-2017:

- Customer satisfaction with the city council is 60%. This is a 1% increase. The national benchmark is 68%. This shows that the council needs to continue improving its customer satisfaction levels.
- Customer satisfaction is highest when using a face to face channel, and lowest for contact by email. This reinforces the need for a Field Officer role working in our Communities and having face to face contact.

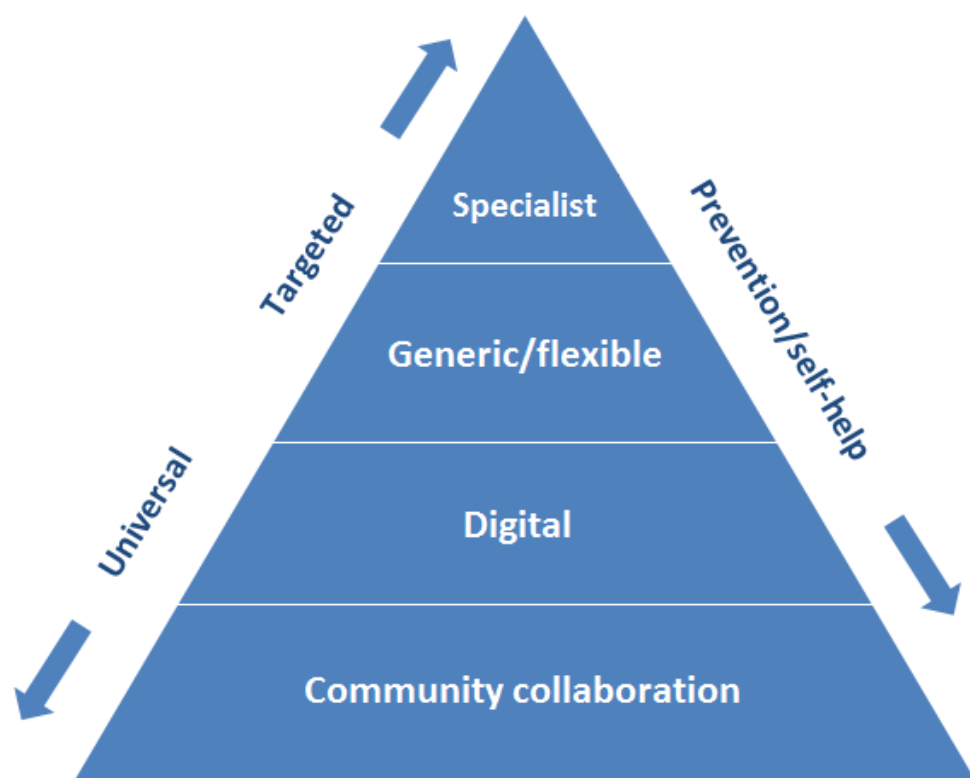
The method of customer contact continues to move in the direction of increased digital access. With budget pressures and increased demand the council needs to strongly consider further digitalisation.

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### Service delivery model including rotas and geographical areas

The service delivery model for enforcement and inspection aligns with the proposed service delivery model for the wider Communities and Neighbourhoods Portfolio.

### Communities & Neighbourhoods: Service Delivery Model



#### Principles:

**Specialist:** High cost services/interventions with individual customers (eg. social care, housing)

**Generic/flexible:** Services provided by staff to non-specific customers (generic customers, flexible staff)

**Digital:** Information and services delivered electronically

**Community collaboration:** Services designed and delivered in consultation and/or partnership with the community

The model will be the same for each neighbourhood and community of interest

The size of each segment will be relative to the needs of the neighbourhood or community it serves

Some services will be targeted, some universal. Focus is on prevention and self-help to reduce demand

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The proposed new Field Officer role needs to be a generic and flexible working across existing services and supporting the specialist/technical roles located in these services. These existing specialist technical roles deliver highly skilled work and are often involved with complex cases, and can require professional qualifications.

The Field Officer will help to release existing skilled and specialist staff to focus on this lengthy and complex casework and enforcement activities. It is aimed that this will help existing services to use their current resources more effectively and efficiently, task the Field Officer to gather evidence, and also undertake quick win immediate enforcement roles. This flexible and generic role will often be demand led with fast response times and responding to community needs and priorities using new digital technology. This may include new enforcement fixed penalty notice work such as the enforcement of the new Public Space Protection Order (PSPO). This is reflected in the model above.

When developing a new role working across so many different service areas there is a risk of increased demand and having a negative impact on customer service . It is for this reason that we need to have clear baselines that we work to, and at the same time link this to resources we have available. In some cases initial demand can be mitigated through new solutions ie. Digital.

Delivery of this role relies on clearly defined work processes with clearly defined 'hand offs' when a case is passed to another agency or specialist team, and to also clearly define when a case is concluded. This needs to be supported by a comprehensive programme of training.

### Delegation of powers

It will be necessary to delegate relevant enforcement powers to the new Field Officer role so that they are equipped to exercise the Council's enforcement functions across the full range of services. This will be addressed by implementing changes to the Council's Scheme of Delegations. This has already been approved in principle following a Report to the Council's [Policy, Resources & Growth Committee on 9th February 2017](#). It is proposed that in any event, all of the Council's enforcement activities, whether carried out by the new roles or not, will continue to be underpinned by the Council's Enforcement Policy.

### Services in scope

The service delivery model for enforcement and inspection has the opportunity to work across a number of services and it is proposed these include:-

1. Regulatory Services
2. Housing
3. Private Sector Housing
4. Planning Enforcement
5. Community Safety
6. City Parks
7. Highways
8. Travellers
9. Seafront Office

### City wide approach

By operating a 'city wide' service rather than a smaller area eg. Hanover & Elm Grove we are delivering a consistent 'city wide' customer service. This approach would prevent dividing the city into different models of service delivery and risking the creation of hotspots and varying degrees of enforcement. The city wide service would need to be agile and respond to unanticipated service pressures, community priorities, emergencies or hotspots.



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It can form a single point of contact for councillors or MP's. It is important that the objectives and service delivery are not compromised.

### Rotas

The preferred rota<sup>1</sup> (costs shown in Section 5 on page 17) includes resource for annual leave and sickness (based on 14% additional cover). This is budgeted for and provided from within the Field Officer team, not relying on cover from the services in scope.

Two rota options are presented – these are 8.00-20.00 hours and 12.00-20.00 hours. Hours worked beyond 20.00 would be paid at time-and-a-third.. Each option has been costed with two staffing options. The preferred option for the rota is discussed in Section 5.

The final rota design will complement out of hours work currently being delivered.

No firm decision has yet been made on the form of the employment contract in terms of annualised hours or other contractual arrangement. . These options will depend on the anticipated flexibility needed to respond to seasonal or in-week patterns of demand.

### Functions – phased approach

The Field Officer role and functions have been developed through a series of workshops and drop in sessions with over 60 frontline staff and managers. Discussions with Assistant Directors and DMT members have also been held regularly with NCH and EEC Directorates.

Understanding what our customers need and how we can work better with our communities has also been part of this Business Case, and developing the role its functions of this proposed role. Evidence from our Customer Feedback Team and workshops with communities in Whitehawk and Moulsecoomb have started to inform how we can work better together, deliver services that meets customer need, and in a way that our customers can easily access.

As a new and innovative programme crossing a broad range of services, all at different stages of modernisation and digitalisation, we need to adopt an agile and cautious approach to the implementation and development of this role. As with the Orbis business case, the Field officer role is more of a journey than a description of a finished product. To that extent it will evolve and develop over time, alongside the services the role supports, and the needs of customers. It will continue to align with the rest of the Communities and Neighbourhoods Portfolio. Subsequent phases are defined below to reflect this approach.

Phase one will see Field Officers taking on the functions detailed in Appendix 1. This distinguishes between new and existing functions, and the Associated Fulltime Equivalent (FTE) resource that will be required from both NCH and EEC Directorates. Phase one, from April 2018, includes:

1. Noise nuisance investigations inc buskers, alarms, initial response to domestic noise complaints<sup>2</sup>.
2. Smoke and dust nuisance investigations for both domestic and commercial premises.
3. Low level antisocial behaviour complaints.
4. Waste on private land complaints.
5. Street trading enforcement.
6. Housing Estate Inspections.

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7. Public Space Protection Order enforcement.
8. Condition of land or a property is considered harmful to the area
9. Initial assessment and evidence gathering for alleged unauthorised signage inc estate agent boards.
10. Breaches of planning condition that are easily quantifiable such as hours of use or delivery time restrictions.
11. Third party complaints relating to private sector housing inc HMOs inc overgrown gardens and drainage.

This will also include the comparatively new work around Public Space Protection Orders which is currently delivered by Travellers, City Parks and Seafront Team (extremely limited).

These PSPO offences are:

<b>PSPO Prohibitions :</b>
• Occupying any vehicle, caravan, tent or other structure
• Driving any vehicle on grass
• Littering or fly tipping
• Lighting or maintaining a fire
• Defecating or urinating

The Field Officer role will be able to work jointly with these services to enforce PSPO offences, and will mean that these capabilities are available for evenings and weekends.

Tented communities are a growing demand on services. City Parks, Travellers Team and the Seafront office are attempting to respond to this new area within existing resources. The PR&G Committee have already agreed a one-off allocation of £50k towards this work. There is an opportunity with this new Field Officer role to assess and pilot how these staff could help to manage this sensitive issue.

Monitoring and performance reporting based on the objectives for the  
Ensuring alignment with the C&N Portfolio and ensuring it does not become disconnected.. -

Phase 2 starts approximately three months after Phase 1 ( i.e. July 2018)

Phase 2 reviews the functions delivered in Phase 1, and starts to introduce additional functions from other services, including Highway Licensing, and Highway Permits.

A further Phase 3 review will be carried out in October, and again in April 2019, looking at all functions.

It is proposed that this role can be delivered as cost neutral with services transferring functions and the associated resource. However this Business Case starts to identify potential savings and income opportunities.

### **Proposed Job Description and Person Specification**

The draft person specification and job description<sup>3</sup> has an indicative grading of SO1/2 on the provision that it will be managed by a grade no lower than M10. It will go to a formal panel once the details and functions of this role have been finalised.

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If this role is approved the next stage will be to assess the impacts on existing roles and, where necessary embark on a formal consultation.

### **Digital First**

Digital First have been working closely with services and teams to understand how services work, the processes they use, identifying examples of good working practices but also the potential for further service improvement and in particular the benefits that digitalisation can bring. The aim is to deliver a mobile hybrid device, enabling fast referrals, fast effective information sharing, and moving customer contact (booking appointments, making payments) online. More on this work, including the proposed timetable for implementation is found on page 24.

### **Communications and Engagement Plan**

A Communications and Engagement Plan has been developed and will continue to be delivered as this role is implemented, see Appendix 3. Trade Unions and support services (including Finance, HR, Legal, IT and Digital First) have been engaged throughout.

The timing and complexity of this Business Case has meant that ASG comments will be sought retrospectively pending the CMDB decision in principle.

The staff workshops and drop in sessions have been a valuable tool to develop this role and understand how it can be delivered. Also, how existing services and the proposed new Field Officer role can work together to improve customer satisfaction, develop stronger community collaboration, improve service delivery and use resources more effectively and efficiently.

### **Field Officer Training Needs<sup>4</sup>**

The consultation process and in particular the staff engagement workshops started to identify training needs associated with this proposed new role. The training needs document focuses on the 3 elements of the Field Officer role and shows the skills and training needs that staff repeatedly identified as part of this process. Staff identified their current skills, the future Field Officer skills, and associated training to carry out the functions of the role.

### **Other Local Authorities<sup>5</sup>**

Initial website searches of comparator Council's who belong to the Chartered Institute of Public Finance and Accountancy (CIPFA) show that 2 Local Authorities, Medway and Newcastle have similar roles to the Field Officer. Further searches showed another 4 Local Authorities; Kent CC, Crawley DC, Chichester DC and Canterbury CC also have similar roles.

### **Corporate Principles and Priorities**

The Communities & Neighbourhood portfolio supports delivery of all corporate principles and priorities:

Principles:

- Public accountability
- Citizen focused

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- Increasing equality
- Active citizenship

Priorities:

- Economy, jobs & homes
- Children & young people
- Health & wellbeing
- Community safety & resilience
- Environmental sustainability

### Programmes and Projects

The Field Officer role is part of the Communities and Neighbourhoods Portfolio, which was reported to the [NICE Committee on 3 July 2017](#).

The Communities and Neighbourhoods Portfolio is delivering 3 programmes,

- Community and neighbourhood hub development (physical and virtual)
- Community collaboration (volunteering and governance)
- Enforcement & inspection (development of the Field Officer role).

### 4. Preferred Option

**Option 1 – Preferred** – Create a Field Officer team, working city wide across 9 services. This option creates a team of multi-functional Field Officers supporting a wide range of different enforcement and inspection functions, and resolving or forwarding as much as they can on the spot, improving customer satisfaction. The need for other officers to visit is kept to a minimum, and mobile working improves productivity and customer satisfaction. Field officers get to know their areas, and the needs of the people who live there - communities have a greater sense of ownership. This is consistent with the objectives of the wider Communities and Neighbourhoods Portfolio.

**Option 2- Digital First Solution only** - Could the project be delivered through the Digital First work alone? This option maintains the separate silos of individual enforcement and inspection services, but would transform their ability to transfer information, service requests and data between services, leading to improvement in response times and customer satisfaction, and greater productivity from mobile working. So the individual service benefits are not dissimilar to the Field Officer option. But each officer is still fundamentally responsible for their 'own' service. The Field Officer role has much greater potential for a genuinely collaborative approach, not only between services but also as the eyes and ears of the council and potentially in a closer relationship with the communities they serve. This option also loses the productivity benefits that flow from a single officer responding to everything they see, avoiding the stereotypical case of several officers having to inspect or enforce at the same address.

**Option 3 – Large all-encompassing enforcement team made of individual services** - Another option which is also not considered in greater detail here is the possibility of pulling together a wider range of enforcement teams into a specialist Enforcement Service. There is a risk that this would become too large and diverse and silo working. It would not fulfil the remit to deliver a cross-service flexible workforce supporting community collaboration and behaviour change, and would be

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disconnected from the Communities and Neighbourhoods Portfolio, and not deliver the objectives and benefits that this has identified.

**Option 4 - Do nothing** – This option does not address the objectives of the Communities and Neighbourhoods Portfolio. It does not include digitisation of services and the benefits this brings. It is not consistent with the proposals already agreed at Committee.

### OPTION 1 Citywide Field Office service – the preferred option

#### 1. Description of the option

See above

#### 2. Is this the preferred option?

Yes for the reasons above.

#### 3. Cashable benefits

*What are the anticipated financial savings from the programme or project? Profile the savings over the lifetime of the programme or project.*

*The field officer role would not in itself generate cashable benefits. However, cashable benefits may be achievable from the Digital First platform. This is based on the greater productivity evidenced by the Pest Control pilot, Their hybrid mobile device (with direct data input into a shared data base whilst in the field) frees up existing staff time so that the existing service has greater capacity to complete income generating work - Pest Control officers can complete more chargeable jobs. The 2017-18 Pest Control income budget had an additional income target of £20k which the service is currently on track to deliver (TBM4). At this stage of the programme we cannot quantify what if any income generation can be achieved from the proposed Field Officer role.*

#### 4. Non-cashable benefits, including the Communities & Neighbourhoods Portfolio benefits profile<sup>6</sup>

*Every non-cashable benefit (or improvement) should be expressed in measurable terms, and the current situation understood and baselined before the programme or project is implemented. Include benefits from the perspective of the customer*

<b>Current situation</b>	<b>Benefits expected</b>	<b>Measured outcomes that you hope to achieve</b>	<b>How will the benefits be measured?</b>
The FO role is flexible and able to add additional functions as needed.	Greater flexibility enabling the organisation to respond to change without additional costs.	A widening level of functions delivered by Field Officer at the six month and twelve month review.	Existing reports and Future monitoring and performance still to be defined.
Management information weak.	Single service under one manager improves collaboration and sharing of information and intelligence. Mobile platform enables data sharing, and real time performance monitoring. Greater potential for proactive working based on frontline knowledge and data	A new suite of real-time reports produced by the mobile platform. Pest Control has already piloted this.	Mobile platform reporting. Existing reports and Future monitoring and performance still to be defined.

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	analysis. Closer alignment with community priorities.		
Services 'siloed' and working independently Customers dealing with multiple services working to different response times. Duplication of resources Limited career development opportunities	Improve customer satisfaction with more effective and efficient communication More responsive service to tackle variation in demand by adopting an agile approach to better respond to customer and operational needs. Generic and flexible role working across existing services and more effective use of resource. Ability to access and pay for services online. Faster service coordinated response times. Single point of contact. Improved staff morale in being involved in a wider remit of work and personal development opportunities	Customer Insight and satisfaction metrics.  Reports show a growing % of work booked online.	Existing reports and Future monitoring and performance still to be defined.  Existing reports and Future monitoring and performance still to be defined.
Specialist teams	Removal of transactional, straightforward activities from skilled specialist officers and more effective use of resource.	Higher productivity and job satisfaction of specialist staff.	Existing reports and Future monitoring and performance still to be defined.
Low awareness of, and difficulties in finding and accessing services having a negative impact on customer satisfaction and effective service delivery	Improved customer satisfaction More effective use of resources Improved resident health and well-being	Services easier to access Communities better able to access services in their neighbourhoods Joined up approach to service delivery and collaboration	Feedback from users of services in the area on awareness of and navigation and access to local services and buildings following the implementation of the programme
Ward members regularly approached by residents to resolve operational issues, and difficulties identifying who to approach to resolve issues. Services working in isolation with little or no coordination and duplication resulting.	Improved customer satisfaction Faster effective referrals to services Improved job satisfaction More resilient communities Greater democratic participation	Greater support for Members engaging with communities Problems resolved through community collaboration Better response to complaints.	Feedback from users of services Members feel more supported through use of new tool(s) developed inc mobile hybrid platform for use in the field. Complainants have their issues dealt with more openly and swiftly
Perception by some residents	Improved customer satisfaction More resilient communities	Communities able to influence decision making in their area	Residents feedback following

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that public sector services have not listened to their issues or effectively addressed their concerns		Problems resolved through community collaboration	implementation of greater collaborative working
Existing community based digital resources not used to full capacity, and limited use of digital services online	More effective use of resources. Improved resident health and well-being Improved customer satisfaction Improved job satisfaction	<ul style="list-style-type: none"> <li>• People better able to access digital services</li> <li>• People more able to self-help</li> <li>• Cost of transactions reduced</li> <li>• Unnecessary journeys reduced</li> <li>• Website clearer and easier to navigate</li> </ul>	Increased use of existing community based digital resources, and online services
Inconsistent levels of collaboration between different services, external partners, and communities	More resilient communities Improved resident health and well-being More effective use of resources Improved customer satisfaction Improved job satisfaction Share resources and information effectively inc co-location opportunities.	<ul style="list-style-type: none"> <li>• Communities empowered to co-design services</li> <li>• Communities have greater access to information and expertise</li> <li>• Problems resolved through community collaboration</li> <li>• Stronger relationship between sectors</li> <li>• Closer working between organisations</li> <li>• Joined up approach to service delivery</li> <li>• Innovation is encouraged and rewarded</li> </ul>	Number of services and partners working together and range of activities and resources that are being shared or jointly used/delivered
Opportunities for greater involvement by private sector, including universities	More resilient communities Improved resident health and well-being More effective use of resources Improved job satisfaction	<ul style="list-style-type: none"> <li>• Closer working between organisations</li> <li>• Joined up approach to service delivery and collaboration</li> <li>• Stronger relationship between sectors</li> <li>• Innovation is encouraged and rewarded</li> <li>• Service plans based on evidence of need</li> </ul>	Number and range of private sector partners involved in delivering community and neighbourhood plans and resolving local issues
Need for greater coordination of prevention activity with wider range of services and agencies	Improved resident health and well-being More effective use of resources Improved customer satisfaction More resilient communities	<p>Service plans based on evidence of need Increase in prevention activity</p> <p>More support for developing multi-disciplinary teams Joined up approach to service delivery</p>	Service plans and action plans evidencing prevention activity in coordination with targeted/specialised services

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### 5. Costs (capital and revenue)

*What are the capital and revenue costs of the programme or project? Profile these costs over the lifetime of the programme or project.*

*The table below summarises different rotas that could be adopted to deliver this role including the associated staffing costs.*

Option	Areas/staff each day	Basic Salaries*	Weekend Working**	Subtotal	On cost Rate	Total staffing costs	Total Staff
1. 8-8	3	£241,224	£29,259	£270,483	27%	£344,000	8
2. 8-8	4	£309,284	£39,012	£348,296	27%	£442,000	10.3
3. 12-8	3 <sup>#</sup>	£138,704	£19,506	£158,210	27%	£201,000	4.6
4. 12-8	4	£211,071	£26,008	£237,079	27%	£301,000	7

*\*Based on SO1/2, scp 34, top of the scale. Average cost per post, with on costs, cover and weekend working = £43k.*

*\*\*Assumes 52 weekends are covered for either 12 hours or 8 hours per day at time and a half.*

*The preferred option is 12.00 – 20.00 hours with 7 staff because this supports a 'cautious' approach while we assess the new role and customer needs.*

*Transport costs will be defined at a later stage once operational arrangements have been agreed. Alternatives to be considered include annual bus pass, City Car Club, electric bikes/ moped etc...Some of these costs are currently attached to existing services.*

	Year 1	Year 2	Year 3	Year 4	Total
<b>Capital costs</b>	NIL unless purchasing vehicles				
Ongoing maintenance of DF devices ICT supplies and services	8 x Hybrid mobile device £1k each (one spare) = <b>£8k</b> (Digital First pay) and £6k one off cost per UNIFORM service = <b>£30k for 5</b> (Digital First pay) Ongoing support and maintenance £1200 per UNIFORM App (service to pay) = <b>£6k</b>	£6k Device replacement = £2k	£6k Device replacement = £2k	£6k Device replacement = £2k	DF = £38k FO team = 30k = <b>£68k</b>
Premises	Existing and co-location with external partners eg. Fire and Police				
Transport	See above – to be defined.				
Training	Majority in house. Any external training will be an additional cost- unknown at present				
FO staff and manager	7 x £43k (scp34 + all costs) excl management costs =	£301k	£301k	£301k	<b>£1,204,000</b>



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	£301k				
Counsel's advice	£1000				£1,000
Protective equipment	£300 per officer inc protective shoes, waterproof clothing and option on a uniform style approach if proposed, bag for caring equipment. = £2,100	£2,100	£2,100	£2,100	<b>£8,400</b>
<b>Totals (per year) &amp; grand total</b>	£348,100	£311,100 plus pay settlement	£311,100 plus pay settlement	£311,100 plus pay settlement	<b>1,281,400</b>

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### 6. Funding

*Have the budgets to fund the programme or project been identified?  
Specify which budgets.*

The intention is that all the costs of the proposed new role will be funded from existing budgets across a variety of services. The services in scope are located in NCH and EEC. The table below highlights the FTE equivalent needed from each directorate and breaks down the resource required for 'existing' functions and the resource required for 'new' functions.

This proposed new Field Officer role has an indicative grade of SO1/2 with the proviso that it is managed by M10 grade or higher.

Fulltime Equivalent (FTE)	NCH	EEC
TOTAL FTE for EXISTING functions	4.84	1.17
TOTAL FTE for NEW functions	1.07	0.11
TOTAL	5.91	1.28
TOTAL from both Directorates inc New and Existing functions	<b>7.19</b>	
	Note: FTE resource from City Parks to be defined (not significant).	

The assessment of new and existing work from the services in scope matches the recommended rota for seven members of staff.

In addition there is the potential to move £42k from the existing Noise Patrol service<sup>7</sup> into the team and enable this role to deliver a service through to 20.00 hours and also at weekends. This is an opportunity to continue to deliver a Noise service out of hours but while introducing a service for 12-8 at weekends.

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7. Resources					
<b>Service</b>	<b>Why are they required?</b>	<b>Quantify the requirement (fte)</b>	<b>When are they required?</b>	<b>Has the service been consulted and what did they say?</b>	<b>Are the staff available?</b>
Operational staff	Service Lead to deliver the preferred option and ensure that further phases identified are implemented as necessary. Also to deliver committee report including NICE Nov 2017 and PR&G Feb 2018. Update DMT's.	30% of FTE	After approval of CMDB – 27-9-2017	Yes – provisional on NCH restructure	Yes
Communications	To continue with the implementation of the Communications and Engagement Plan including internal and external comms.	Ave. 1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Finance	To continue to work with services to identify budgets to deliver approved option.	Ave. 1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Human Resources & Organisational Development	To continue to work with services to deliver approved option and assist with consultation and recruitment.	Ave. 3 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
ICT	To work with DF and services to deliver approved option and specifically : <ul style="list-style-type: none"> <li>• Facilitate cross service working and information sharing/ software compatibility to deliver the required outputs</li> <li>• Delivery of a mobile hybrid device and ensure compatibility across service</li> <li>• Maintenance and developments of the mobile hybrid device</li> </ul>	30% of FTE	After approval of CMDB – 27-9-2017	No	Unknown

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Digital First	To work with ICT and services to deliver approved option and specifically : <ul style="list-style-type: none"> <li>Facilitate cross service working and information sharing/ software compatibility to deliver the required outputs</li> <li>To clearly define service processes and optimise digitalisation of services.</li> <li>Delivery of a mobile hybrid device and ensure compatibility across service</li> </ul>	1 FTE	After approval of CMDB – 27-9-2017	No	Unknown
Internal Audit	N/A initially but to feed in at future phases to audit where ring fenced budgets exist.	2 hours per month	After approval of CMDB – 27-9-2017	No	Unknown
International Team (knowledge of funding opportunities)	N/A	N/A	N/A	N/A	N/A
Legal & Democratic Services	Support with the required delegations. Counsel's advice will be sought (costs to be budgeted for). Also support with committee reports.	3 hours a month	After approval of CMDB – 27-9-2017	No	Unknown
Performance, Improvement & Programmes	BI to work with DF to deliver service processes and assist with optimising digitalisation. CPMO – deliver of approved option and implementation of future phases.	30% of FTE	After approval of CMDB – 27-9-2017	No	Unknown
Policy, Communities & Equalities	Top deliver committee reports and ensure compatibility with the wider N&C Portfolio	1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Procurement	N/A	N/A	N/A	N/A	N/A
Property & Design	To help locate the FO team and explore co-location options	1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Sustainability	N/A	N/A	N/A	N/A	N/A

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### 8. Risk and opportunities

Likelihood: 1 – Almost Impossible, 2 – Unlikely, 3 – Possible, 4 – Likely, 5 – Almost Certain

Impact: 1 – Insignificant, 2 – Minor, 3 – Moderate, 4 – Major, 5 – Catastrophic (or Fantastic, if an opportunity)

Risk No.	Risk Description & Proximity	Potential Consequences	Initial Risk Score (see header)		Controls	Revised Risk Score (see header)		Risk Level				Target Date	Responsible Officer	Date Added	Date Updated	
			Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score		Revised Likelihood (L) Risk Score	Revised Impact (I) Risk Score	15-25 Red	8-14 Amber	4-7 Yellow	1-3 Green					
1	Conflict over stakeholder priorities and strategies	Reputational damage, poor customer service and not managing expectations	4	3	Strong operational leadership. Regular joint intelligence meetings with external partners, including opportunities around co-location and joint working. Developing community collaboration and enabling communities.	3	2	6					Sept. 2018	AS	27/09/2017	04/01/2018

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2	Resources insufficient to staff the FO service	Reputational damage, poor customer service and not managing expectations. Service is spread too thinly to have the impact needed. FO unable to meet demand and deliver defined functions. FO staff struggle to support the specialists. FO and specialists fail to integrate and silo working continues.	3	4	<p>Maintain an agile approach that ensures consistent service delivery city wide across all our communities. Ensure close management of the service that continues to monitor and review performance information, customer need, and deploy resources flexibly and appropriately. Fast and effective response where service delivery is not meeting customer need.</p> <p>Work with services in scope to optimise opportunities in relation to future income generation. Having an ongoing training plan that ensures close working between FO and specialists and makes effective use of resources.</p> <p>Implementation of a phased programme of review to ensure effective service delivery, in accordance with the programme's objectives.</p>	2	3	6															Sept. 2018	AS	27/09/2017	04/01/2018
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3	Noise patrol – change to how out of hours noise services are delivered	Health & Safety risks to frontline staff and subsequent corporate risk. Reputational damage and not managing customer needs. Noise complaints between 8pm and midday not routinely responded to by the FO. Breaches of noise abatement notices cannot be witnessed by FO during this time. Noise complaints may escalate if immediate intervention is delayed.	3	3	Staff risk assessments in place and routinely reviewed to reflect changes to the night time economy and increasing risks to staff associated with this. FO to follow up late night noise complaints the following day with a safer and more practical solution, and stop complaints escalating. FO to be on annualised contracts and thereby enable flexibility around hours worked. this will include opportunity for joint visits with colleagues and Police Staff in EP team to continue working flexibly out of hours to respond to ongoing complaints. Continue use of digital noise recording equipment to gather evidence and enable notice abatement notices to be served. Continue to develop partnership working with Police to witness noise from persistent offenders.	2	2	4						01/09/2018	AS	27/09/2017	<b>04/01/2018</b>
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4	Ensuring effective technology and access to it	Lack of mobile technology and associated functionality will prevent fast effective enforcement action and service delivery. Slow down information exchange and referrals. Reputational damage that does not meet customer and service needs and prevents effective communication with stakeholders.	4	4	Weekly meetings with ICT and DF to collaborate on procurement and delivery. Purchase of tablets and UNIFORM Applications to be trailed across services and this will commence in January in accordance with the revised ICT and Digital First Programme Plan. Ensure that this plan is routinely reviewed an any implementation issues escalated. FO to be given access to PCs while the tablets are being implemented and functionality reviewed.	3	3	9		01/09/2018	AS	27/09/2017	
5	Council led not community driven	Community not engaged and approach not sustainable	4	4	Regular meetings with key CVS stakeholders in particular community development providers. Council has adopted the city Collaboration Framework. CVS representatives on the board	3	3	9	Robust communication and engagement plan and culture change programme Propose to board that it extends it membership to include a community rep from each of the four hubs	19.9.17	SRO	18.4.17	3.8.17



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6	Expectations established that cannot be delivered	Reputational damage to the council	4	4	Clarity on scope of portfolio and in communications. Community co-delivers. Regular briefings for lead member and update to NICE committee. Regular lead member briefings.	3	3	9	Robust communication and engagement plan. Cross party working group.	Ongoing	SRO	18.4.17	3.8.17
7	Partnership is dominated by certain people or issues and is not truly representative	Activities and outcomes skewed	3	4	Utilise role of Community Development Workers. Advice from Equalities Co-ordinator.	2	3	6	Propose to board that it extends its membership to include a community rep from each of the four hubs. Develop and review effect EIA. Ensure neighbourhood partnerships and plans respond to the diversity of their population.	30.11.17	SRO	18.4.17	3.8.17
8	Potential impact of any changes in political control	Portfolio is at risk	4	3	Individual member engagement. Regular briefings for lead member and to NICE committee.	3	2	6	Set up cross party member working group.	31.10.17	SRO	18.4.17	3.8.17
9	Vulnerability of funding to the third sector	Unable to support co-design and co-delivery of services	4	4	Sustainability of service delivery considered in every proposal.	3	3	9	Support CVS organisations to bid for additional funding. As part of council budget setting process flag cross dependency between portfolio and third sector investment programme.	31.10.17	CNC	18.4.17	3.8.17
10	Challenge of organisations and services to join up strategically and operationally	Portfolio outcomes not fully realised	4	4	Strategically risks are fewer, operationally working is more difficult; robust stakeholder consultation and management.	3	3	9	All board members to ensure they have support of their organisation/senior management. Recruit neighbourhood support officer to work with organisations on barriers and solutions.	31.10.17	SRO	18.4.17	3.8.17

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11	Challenge of bringing about cultural change	Change not embedded	4	4	Introduction of Behaviour Framework and lessons learned from other change initiatives such as Workstyles.	3	3	9	Commitment to and implementation of the Collaboration Framework of all organisations and individuals involved.	Ongoing	CNC	18.4.17	3.8.17
12	Lack of, or inability to access, financial and other resources	Portfolio outcomes not fully realised	4	4	Challenge assumptions around uses of funding and be creative	3	3	9	Resourcing stakeholders involvement in the process of change. Drawing in central support services. Convince key stakeholder services of the benefits of co-ordinating resources to deliver portfolio.	30.11.17 & ongoing	SRO	18.4.17	3.8.17
13	Fail to share information across partners and communities	Service delivery not as effective	3	3	Information communicated via C&N Co-ordination Group, C&N Board and committee reports	2	2	4	Neighbourhood support officer post. Communications plan.	Ongoing	SRO	18.4.17	3.8.17
14	Intervention of unions	Limits ability to digitise services	3	4	Make best use of technology already available. Digital First Lead on C&N Co-ordination Group.	3	2	6	Training and support for staff to use new digital technology. Digital inclusion activity with staff and public. Secure commitment from new Digital & IT Board to align their work to the needs of the portfolio.	30.9.17 & ongoing	SRO	18.4.17	3.8.17

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### 9. Outline programme or project plan

Indicate the timeline for the programme or project with key milestones, including when decisions are needed and by whom, and deliverables.

See Appendix 3 for the Revised High Level Programme Plan

#### Revised ICT & Digital First timetable– 4-1-2017

Date	Status	Objectives
July /August 2017	Completed	Understand exactly what parts of the FO requirements can be done by which UNIFORM product. Get demos; liaise with Planning, IDOX and ICT.
Sept/October 2017	Completed	Purchase the App and Mobile devices and commence job shadowing and discovery.
Nov/Dec 2017	Planned work –tbc – needs to follow on from when Planning Enforcement implement it	Implement Enterprise workflow with all UNIFORM users.  Explore possibilities for rolling it out to other non-UNIFORM teams in line with FO remit.
Nov/Dec/Jan	Planned work – linking in with head of digital and customer insight future prioritisation	Work with services to identify new pathways for referrals and complaints made by residents. Link to implementation plan of the new revised BHCC website.
Jan/Feb/Mar 2018	Planned work	Implement UNIFORM Cloud Connect Adaptor this will enable the testing of both test and live Apps.  Work with Police partners to integrate with ECINS software (currently used by BHCC and Police for information sharing).  UNIFORM App for Environmental Health, Licensing and Private Sector Housing already exists. App for Planning Enforcement about to be launched. Therefore to initially trial UNIFORM service request app with Private Sector Housing, Licensing and Environmental Health and possibly Planning Enforcement.  Map functions required for phase One FO role to apps and identify any gaps in functionality.  Trial handheld printers and keyboards, subject to receiving outstanding advice from Information Governance.  Configure mobile devices to deliver access to UNIFORM apps.  Prepare FO workstations and access to Out of Hours base at New England House.
April – June 2018		The earliest that mobile devices will be available is April – will need to assess what work happens depending on their

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		availability.
<b>June 2018 [Field Officers in post]</b>		Refresh and reprioritise work plan based on knowledge. Prepare for Phase 2.
<b>Future phases</b>		<p>Getting teams onto Enterprise workflow -task, referral and prioritisation tool</p> <p>Explore what UNIFORM customer journeys could be added on to the website to fill any gaps in FO functions or deliver improved customer functionality, integrated directly back into UNIFORM and Enterprise workflow. E.g. Booking site visits and pre-application visits, with payment.</p> <p>In addition to the implementation of Apps. Adding Highways introduce UNIFORM Highways, Seafront, Travellers and City Parks. This requires further resource. Link to the enterprise workflow.</p> <p>developing handheld Printer functionality and developing accompanying online notices/PACE notes</p>

### 10. Stakeholder consultation

A summary of the Communications and Engagement plan is in Appendix 3

#### Summary of Staff Engagement workshops and drop ins

- Over 60 staff from nine services, including 3GS, across two directorates attended five Business Improvement workshops and four drop-in sessions, over a four week period.
- An initial three workshops and two-drop-in sessions were scheduled to involve staff in the development of the Field Officer role and listen to staff concerns. A further two workshops and two drop-in sessions were added to maximise staff participation and accommodate staff working patterns.
- Following the first workshop, a responsive and agile approach was taken to planning all the workshops which included addressing concerns raised by staff during the drop-in sessions.
- The staff engagement opportunities provided a safe and confidential space for individual staff / group work to discuss current working practices; suggests areas for improvement including how technology support us; identify good practice and improved customer service; and how we can work better together with our partners and communities.

#### Aims of the 5 staff workshops

- Staff informing the development of the Field Officer role
- Workshop outcomes reinforce the outcomes and benefits already identified through the wider Communities and Neighbourhoods Portfolio work
- Job Description and Person Specification have been compiled, reinforcing the need for the three elements of the role
  - Responsive fast effective enforcement and inspection work
  - Intelligence gathering and fast effective referrals
  - Community collaboration and behaviour change

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- Best practice recommendations on how we move forward with developing the role, for example, addressing lone working and transport concerns.
- All workshop outcomes<sup>8</sup> will inform the next phase of the modernisation programme, including an implementation plan and enable staff to champion the role of the Field Officer.

Staff Engagement	Outputs
Workshop 1: What we do now	Seven services involved in process mapping a scenario based on customer complaints received by services, helped identify improvements to customer service and removal of duplication
Workshop 2: How technology can help us	Five services involved in identifying good practice and issues to inform a digital solution to enable a fast effective responsive approach to enforcement and inspection and referrals
Workshop 3: What we've learnt so far	Six services involved in identifying Field Officer skills and training requirements; addressing lone working and transport issues and concerns raised by individual staff; and potential functions and task of the Field Officer
Workshop 4: How we can work better together with partners and communities	Building on the work of the previous workshop staff from two services co-ordinated partnership working with a focus on benefits to our communities and what customers value
Workshop 5: Mapping a current process	Four services involved in mapping and providing constructive challenge to an existing process - support and advice provided to a prospective HMO customer – with the view to identifying good practice; opportunities for improved communication and how technology can better support

### Workshop outcomes (Section 10 - Stakeholder Consultation continued)

This table<sup>9</sup> details the outcomes and benefits of the C&N portfolio and the three elements of the Field Officer role. The information gathered during the Field Officer consultation process; this included workshops, discussions with services, managers, and drop in sessions has been aligned to the already identified outcomes and benefits of the wider C&N Portfolio. This consultation process has enabled us to demonstrate the enforcement and inspection programme is an essential component part of the the C&N portfolio and the need for this modernisation activity.

### 11. Equalities

*Has an Equalities Impact Assessment been conducted for the programme or project? Is one required? When will it be undertaken?*

EIA for Communities & Neighbourhoods Portfolio is due March 2018.

EIA's for Communities and Neighbourhoods component programmes being developed by the Communities and Neighbourhoods Coordination Group by Oct 2017.

### 12. Sustainability

*What significant environmental impacts is the project likely to have?  
Are there any implications for the local economy and local communities?*

<sup>8</sup> Workshop outcomes are available on request

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No significant environmental impact.

### Authority to proceed

*This business case needs to be approved via the appropriate governance route before the programme or project can be implemented. Please complete the table below to confirm where this authority was obtained. Please ensure the agreement was minuted*

Meeting where authority to proceed was obtained	Date of meeting
CMDB	27 September 2017

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### Appendix 1 – Field Officer Functions

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	Key:	
	EXISTING FUNCTION	NEW FUNCTION
<b>SERVICE</b>	<b>FUNCTIONS TASKING AND REFERRALS</b>	
<b>1. Regulatory Services</b>	<b>FUNCTIONS</b>	
	Disconnection of vehicle and premises alarms	
	Investigation and abatement of noise in the street	
	Initial response and investigation to residential noise complaints	
	Investigation and abatement of all commercial and domestic bonfire complaints	
	Investigation and abatement of all commercial and domestic dust complaints	
	Investigation and abatement of waste on private land inc noxious matter on private land	
	Investigation of blocked commercial drains and commercial drains in disrepair	
	Enforcement of taxis over/illegal ranking	
	Street Trading Enforcement only inc markets and mobile vehicles	

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	Dog Control Order Enforcement : including not keeping a dog on a lead; not putting, and keeping, a dog on a lead and permitting a dog to enter land from which dogs are excluded;
<b>2. City Parks</b>	
	Intelligence and evidence (for court purposes) - ASB, fly tipping, parks borders etc. This is currently largely done during the working week there is very little cover at other times.
	Out of Hours - improving behaviour and issue PSPO's. There is some incidental work by rangers
	Out of Hours – Tents. Currently rangers are working on this but this is a rapidly growing issue
	Out of Hours - Respond to initial queries and answering questions on Tree Preservation Orders (TPO) and Conservation Orders through checks on planning portal
<b>3. Housing Management</b>	<b>FUNCTIONS</b>
	Carry Out Estates Inspections and follow up .
	Investigating boundary disputes
	Intelligence gathering on ASB and drug related behaviour and community reassurance liaison
<b>4. Private Sector Housing</b>	<b>FUNCTIONS</b>
	Responding to complaints about unlicensed HMOs. Visit and collate evidence and pass back to HMO team/and or Planning Enforcement to enforce.



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	.Third Party complaints (not tenants)about private rented accommodation including licensed and non-licensed HMOs eg. Waste and overgrown gardens
	Residential drainage – blocked external drains in private rented and owner occupied accommodation
<b>5. Planning Enforcement</b>	<b>FUNCTIONS</b>
	Condition of land or a property is considered harmful to the area (Detriment to the amenity of the area) Serve Section 215 notices/enforcement if necessary.
	When building work commences, check the history and contact the developers to make them aware that their conditions should be discharged (New digital solution)
	Breaches of planning condition that are easily quantifiable such as hours of use or delivery time restrictions (All go to FO for initial assessment and checking planning history and then triaged
	Estate Agent Boards enforcement
	Initial assessment and evidence gathering for alleged unauthorised signage.
	Following complaint visit listed buildings when work has commenced on them to gather information and warn them of their responsibilities before passing to Planning / Heritage immediate response to stop work and gather evidence issue temp stop notice.
	Display of site notices relating to planning permission
	<b>TASKING AND REFERRALS</b>

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	General site visits to gather information for Planning Enforcement Officers relating to enforcement cases (photos, measurements, talking to residents)
	Serve section 16 to gather information relating to ownership and share information with all teams
<b>6. Travellers</b>	<b>FUNCTIONS</b>
	Out of Hours Dealing with PSPO breach out of hours
	Out of Hours Hotspots Out of hours checking for evidence as to whether vehicles are lived in and if so serving a S77 notice and referring to the team for follow up
<b>7. Seafront Office</b>	<b>FUNCTIONS</b>
	Remove illegal traders from the upper/lower promenade
	Seafront commercial premises not managing their waste
	PSPO work
<b>8. Community Safety</b>	<b>FUNCTIONS</b>
	Attending LATs and relevant community/residents meetings when ASB/hate incidents is on the agenda.
	Community and individual victim reassurance visits to reduce harm
	Letter drops in priority and emerging areas and for ongoing cases Patrolling priority and emerging areas gathering information, intelligence and evidence and providing community reassurance and reducing harm

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	Serving Warning letters and notices e.g. Community Protection Notices (CPN)
	<b>TASKING</b>
	Tasking on complex cases
<b>9. Highways</b>	<b>FUNCTIONS</b>
	Abandoned bicycle tagging/photographs no follow up enforcement back to team
	Evidence gathering Overgrown Vegetation photographs only. Enforcement back to team
	<b>PSPO Prohibitions :</b>
	1. Occupying any vehicle, caravan, tent or other structure
	2. Driving any vehicle on grass
	3. Littering or fly tipping
	4. Lighting or maintaining a fire
	5. Defecating or urinating

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### Appendix 2 – Digital First and Mobile working

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**The Committee Report to the NICE Committee 3 July 2017 says:**

**Digital First (DF):** ‘The work carried out by the Digital First team to help transform how services work [*this refers to the Field officer role*] is fundamental to the success of the Communities & Neighbourhoods Portfolio. This work has already started with the proof of concept for mobile working, and booking appointments and making payments that is now being piloted in the Pest Control service.

As the Communities & Neighbourhoods Portfolio becomes embedded across the city, the Digital First team will work with the service officers and service users to help break down barriers across the organisation and deliver a resident focused service. This will be most evident for customers in the new website as it develops and makes finding information and carrying out transactions online quick and simple. For staff, it will be in streamlined, paperless processes and mobile working’.

**The DF work has the following objectives:**

- Make real savings;
- Break down barriers in the council
- Do the hard work to make things easier for users
- Move paper processes online
- Or trial a truly innovative idea

An early priority is to understand the volumes and priority importance of the key FO functions and tasks, given they are on different systems (or no system) and have in some cases limited evidence from data.

**Mobile Working for Field Officers<sup>10</sup>**

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Digital First has been involved in this project from the planning stages and has co-delivered Business Improvement workshops to discuss how mobile working could be used to support the new role. A pilot has been in operation since April 2017 with the Pest Control service and this was a critical piece discovery work which demonstrated how we can create a bespoke digital platform that meets services and customer needs and works with existing software (UNIFORM)..

### **Priorities**

With multiple services come multiple systems. Digital First's early priority will be to work with those functions that rely on UNIFORM (Planning Enforcement, Environmental Health, Licensing and Private Sector Housing), before moving on to services using different software. Early discussions with the UNIFORM software company has identified that a new App has been recently launched to cover Environmental Health, Licensing and Housing Services, with Planning Enforcement soon to follow with a separate App. These new Apps may avoid the need to design and develop bespoke digital platforms.

There are some services such as the Seafront team who have no software or customer database. How this is managed and resourced will be defined following further discovery work with these services.

**Costs – £38k - see costs section page 17 above.**

### **Development**

The plans for development are a programme of shadow and support for 4-6 months to give complete understanding what the App can achieve. What the App can't achieve can be designed by DF.

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### Appendix 3

High Level - Programme Plan for Field Officer Role					
Revised 2-1-2018	Oct 2017 - Mar 2018	Apr - Jul 2018	Aug - Oct 2018	Nov 2018 - Apr 2019	Lead
<b>Governance and decision making</b>					
Corporate Modernisation Delivery Board	27-09-2017				AS
Neighbourhoods, Inclusion, Communities and Equalities Committee	27-11-2017				AS
Neighbourhoods, Inclusion, Communities and Equalities Committee	22-01-2018				AS
Policy, Resources & Growth Committee	29-03-2018				AS
<b>Stakeholder and Engagement</b>					
Continue engagement with stakeholders includes Communities, Staff, Unions and Members - in accordance with Communications & Engagement Plan	Ongoing				AS/AA
Service Champion Workshop	From 10-1-2018				TO/SW
<b>Delegation of Powers and Functions</b>					
Confirmation and approval at PR&G Committee	Post 29-03-2018				MB
<b>Recruitment</b>					
Job Evaluation panel	01-02-2018				CT/AS
Advertising of posts, Recruitment and Selection	tbc				JC/AS
Field Officer in Post		Jun 2018			JC/AS
<b>Training of Field Officers</b>					
Training Plan to be informed by Service Champion workshops	tbc				AS/SW
Shadowing with specialist teams	tbc				AS/SW
<b>ICT &amp; DF delivery</b>					
See ICT & DF Project Plan	Ongoing				SW/AH/VK/RZ
<b>Review dates</b>					
3 month review		Sep 2018			AS/SW
6 month review			Dec 2018		AS/SW
12 month review				Apr 2019	AS/SW
	<b>Key</b> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #d9ead3; margin-right: 5px;"></div> <span>Planned work</span> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #d9ead3; margin-right: 5px;"></div> <span>Complete</span> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #d9ead3; margin-right: 5px;"></div> <span>Overdue</span> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #d9ead3; margin-right: 5px;"></div> <span>Deadline approaching</span> </div>				

## Summary of Enforcement & Inspection Field Officer Role Communications & Engagement Plan – Appendix 4

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Audience	What do we need to tell them?	How?	How often?
All Members	Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans.	NICE committee reports updating on the wider Communities and neighbourhoods portfolio including progress reports on the individual portfolio programmes. Member briefings as necessary.	In accordance with the timetable for reports to Committee. July 2017 NICE committee report. Business case – CMDB Sept. 2017. Leadership Board. Nov. 2017 NICE committee report.
Council Services, Staff and Unions	<p>Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans.</p> <p>Work with services to develop this role and co-design to meet service and community needs. Also to improve customer service, explore new ways of working and service delivery including digitalisation.</p> <p>Heads of Service - how it will impact on service delivery including team resources and how to manage this; identify clear escalation procedures and how to mitigate and manage risks.</p>	<p>Staff briefings by directors across all services.</p> <p>5 staff workshops and 4 drop in sessions to co-design and develop the role.</p> <p>4-6 weekly Union briefings.</p> <p>Weekly attendance at EEC and NCH DMT's to brief service heads.</p> <p>Further staff briefings to inform on the details of the business case, workshops and identify Service Champions to move forward into the implementation stage. This includes a written staff briefing.</p> <p>Weekly progress meetings with ICT, Digital First, HR and Finance including routine updates with Legal.</p> <p>Proposed further staff</p>	As necessary and reviewed at weekly programme meetings.

## Summary of Enforcement & Inspection Field Officer Role Communications & Engagement Plan – Appendix 4

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		workshops and introduction of a FO newsletter.	
External partners	Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans.	<p>Utilise existing meetings to provide updates.</p> <p>Also briefing to:</p> <ul style="list-style-type: none"> <li>• City Management Board</li> <li>• Communities Initiative Partnership</li> <li>• Members of the proposed Prevention Policing Team</li> <li>• To Heads of Service for Fire and Police</li> <li>• Updates to the Neighbourhoods &amp; Communities Coordination Board.</li> </ul>	Regular throughout the programme development. Quarterly updates.
Communities and Voluntary Sector	<p>Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans.</p> <p>Developing community collaboration.</p>	<p>Attendance and updates at Communities &amp; Neighbourhoods Portfolio workshops with communities including East Brighton, Hangleton &amp; Knoll, Moulsecoomb &amp; Bevendean and Elm Grove &amp; Hanover.</p> <p>Engage with community leads when delivering committee reports.</p> <p>Further engagement with residents and community groups during the proposed implementation programme should the proposed role get committee approval.</p>	As necessary to inform on key development phases of the programme.

Date of Summary: Updated 06/11/201