

ADDENDUM

Documents embedded within the original Business case
(Appendix 1)

Table of Contents

Title	Page number
Rota examples, covering the city 7 days a week	3
Noise Patrol	5
Proposed Job Description and Person Specification	9
Field Officer Training needs	15
Other Local Authorities with similar roles	20
Communities and Neighbourhoods Portfolio Benefits	23
Workshop Field Officer Programme Benefits	24
Mobile App Functions Table, showing impact of DF service by service	27

Rota examples, covering the city 7 days a week

Based on feedback from staff and managers, the most effective rota would be 12 midday to 8pm. This is consistent with other Out of Hours services, and avoids unsocial hours working (from 8pm onwards).

The recommended rota below is designed to provide four staff on duty at any one time, 365 days a year. To enable this level of cover, the service will need to employ seven full time staff. This includes sufficient resource to provide for annual leave, sickness and training (14% on top of the basic shift pattern). The shift pattern gives all staff two consecutive days off per week.

The option of relying on casual or agency staff would not provide the degree of knowledge or reliability that comes with trained additional Field officer staff. Nor would voluntary overtime. Nor would it be reasonable to expect cover to be provided by the (already stretched) services which the FO role supports.

Recommended rota: Four members of staff, 12 midday to 8pm.

35 hour week.

Apple	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm		
Plum		12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	
Cherry			12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm
Almond	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm
Walnut	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm			12:00pm-8:00pm
Cobb	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm

Cover for leave, training and other absence requires **one additional staff member**. **Note:** In addition to the cover resource, this rota also provides two additional (spare) shifts per week, so for two days per week there are five members of staff available. Or, these 'spare' shifts mean the service could theoretically be provided with e.g. five full timers and two part-time staff.

Alternative (minimum) service: Three members on duty, 12 midday to 8pm.

NB These staff work a **35 hour week**.

Apple	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm		
Plum		12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	
Cherry	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm
Almond	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm

Cover would require **one additional part time post** providing three sessions a week, (21 hours pw).

Alternative higher capacity service: Three staff on duty, working 12 hour shifts.

33 hour week.

Apple	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm				
Cherry		8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm			
Plum			8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm		
Walnut				8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	
Almond					8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm
Cobb	8:00am-8:00pm	8:00am-8:00pm					8:00am-8:00pm
Raspberry	8:00am-8:00pm					8:00am-8:00pm	8:00am-8:00pm

Cover would require **one additional post**.

Alternative higher capacity service: Four staff on duty, working 12 hour shifts.

33 hour week.

Apple	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm				
Cherry		8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm			
Plum			8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm		
Walnut				8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	
Almond					8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm
Cobb	8:00am-8:00pm	8:00am-8:00pm					8:00am-8:00pm
Raspberry	8:00am-8:00pm					8:00am-8:00pm	8:00am-8:00pm
Currant	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm				
Peach				8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	

Based on an additional 14%, cover would require typically 4 additional shifts. This could be **two part-timers at 22 hours each**.

Noise Patrol

This section of the business case is to present the current service delivery model and resourcing of the out of hours Noise Patrol service being provided by the Council. It also demonstrate how this service needs to be modernisation and how the resource could be integrated into the proposed Field Officer role and provide a service to our residents that is better value for money.

Option 1- Do nothing. Keep the existing operating model for the Noise Patrol service. i.e. Non- contracted overtime paid at M11. We are observing a steady decline in the number of complaints received, 35% of these are one offs complaints and the average cost per complaint is £176. The lack of digital technology results in an inconsistent service to customers and poor value for money. In its current form the service is not resilient because of non-contracted overtime arrangements, and on occasions the service has been cancelled as no staff available.

Option 2 Preferred option – Move the £42k resource to the proposed new Field Officer role to operate 12 midday to 20.00. Although a service would not be provided beyond 20.00 hours it would enable the resource to be targeted at current ongoing cases, and new cases 7 days a week 12 midday to 20.00 hours according to a prioritised programme, focussed on need, and would remove a service currently delivering to 35% one off complaints and often large celebration parties. This would provide a consistent resilient service delivery model. Also addressing new challenges faced by staff in relation to health and safety and risk.

Option 3 – Use £21k to retain a noise patrol service operating Friday and Saturday 22.00- 03.00 between only May to October. Move £21k of the resource to deliver the new Field Officer Service. By only running the service for part of the year we are operating two service delivery models and this can result in confusion and inconsistencies. We may also see a decline in demand for the service as customers shift to alternative options. We're also operating a service based on non-contracted overtime arrangements and again this is not resilient. This option still presents risk to staff operating late at night

Background

Under the provisions of the Environmental Protection Act 1990 a local authority has a statutory duty to investigate noise complaints, and where a statutory nuisance is identified there is a further duty to serve a noise abatement notice. Noise nuisance is not a defined decibel level but is assessed on the character, duration and frequency of the noise and also how it affects a person in their home. Non compliance with a noise abatement notice is a criminal offence and can result in a person getting a criminal record.

The Council's out of hours Noise Patrol Service assesses reported noise nuisance. To assess statutory nuisance and take effective enforcement action officers will need to visit the resident's home. The service will respond to all commercial and domestic noise complaints on a prioritised basis. This includes:

- response to new one off cases
- existing cases where evidence is needed to serve a noise abatement notice
- existing cases to gather evidence for breach of a notice
- response to noise from events and raves.

Modernisation

The service has been operating for over 20 years and over that time the service delivery model and the hours and days of operation have changed very little. This is an opportunity to modernise the service and review how this resource could better serve our communities and

be better value for money. Lack of a mobile device in the field requires officers to routinely return to the office to check databases and property history, to print enforcement notices, and retrieve customer calls from the answer machine.

The Noise patrol service has the opportunity to modernise by using the Field Officer post to encompass some or all tasks from the Noise Patrol Service including digitalising. This would:

- increase response times
- provide better interaction with our customers
- target current ongoing cases rather than responding to 'one off' parties/complaints.

Over the years, service reviews have been undertaken to explore delivering the service on alternative days and times, and adopting different operating times at varying times of the year. With no additional resource and using information from the customer surveys service delivery has remained focused at the weekend.

Operational hours

The service is based at the Carelink Offices in Patching Lodge, Edward Street and operates Friday and Saturday 22.00 hours – 03.00 hours (excluding Christmas and New Year weekends). Two officers work together and deliver the service Citywide, which depending on the call pattern can result in significant travelling times and delayed response times for our customers.

Officers from Regulatory Services deliver the service. This is non contracted overtime but delivered via a casual contract in addition to their substantive contract, and paid at M11. Being non contracted overtime makes the service vulnerable and on occasions the service has been cancelled as no officers have been available to work. Operating under this model currently costs £42k per annum.

2016/17 Cost of service £42K	420 complaints	239 visits	£176 per visit
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Evidence

The graphs below show the number of complaints received by the service. Not all complaints result in a visit from the service. This may be because the customer calls back to explain that the noise has stopped, prior to a visit being made. The data shows that since 2011 the total number of complaints each year has declined, and has plateaued at much lower levels over the last three years.

Noise complaints show a seasonal trend, with the majority of complaints received between May and September (which includes 3 bank holidays, school summer holidays and the universities fresher's week). Activity on Fridays and Saturdays continues to vary and there is no pattern to say that one day is busier than the other.

Prosecutions Three noise abatement notices were breached in the period specified and the fines were as follows;

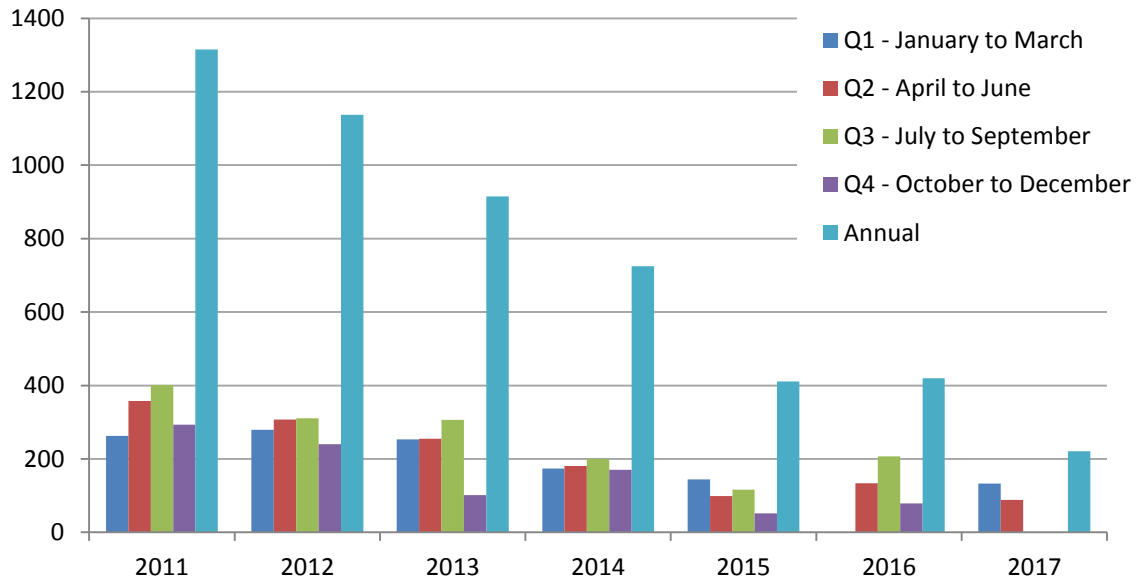
Date of proceedings

2/1/15 conditional discharge (no fine), £200 costs, £15victim surcharge

15/8/15 forfeiture order (no fine), £350 costs

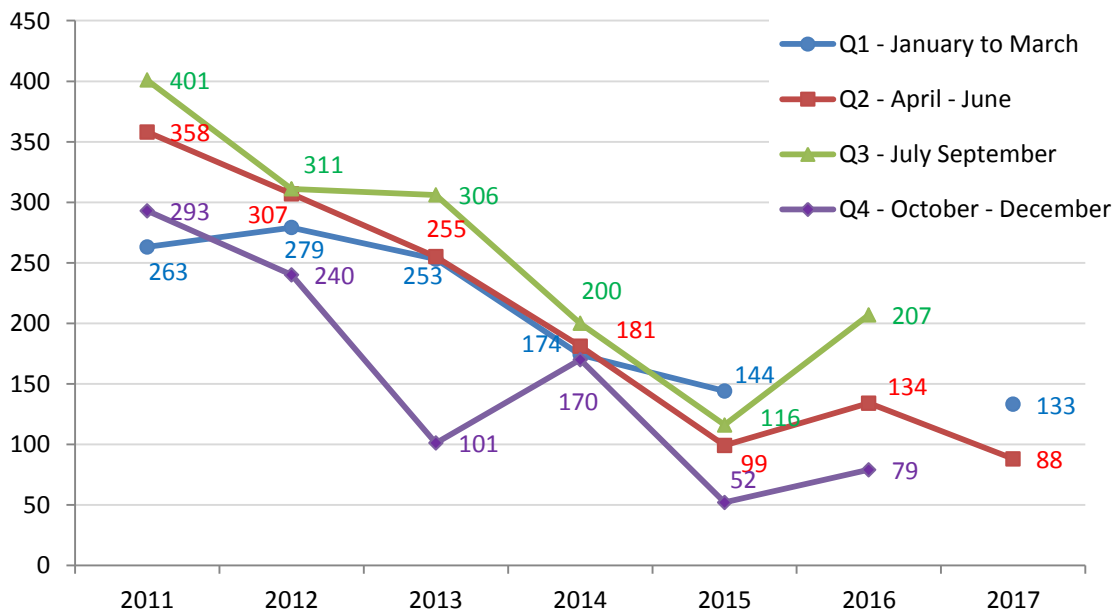
28/3/17 2yr conditional discharge (no fine), £1,754-50 costs, £20 victim surcharge

Total noise complaints



Please note the service was either part running or not running at all during Q4 2015 and Q1 2016.

Total noise complaints - quarterly trend

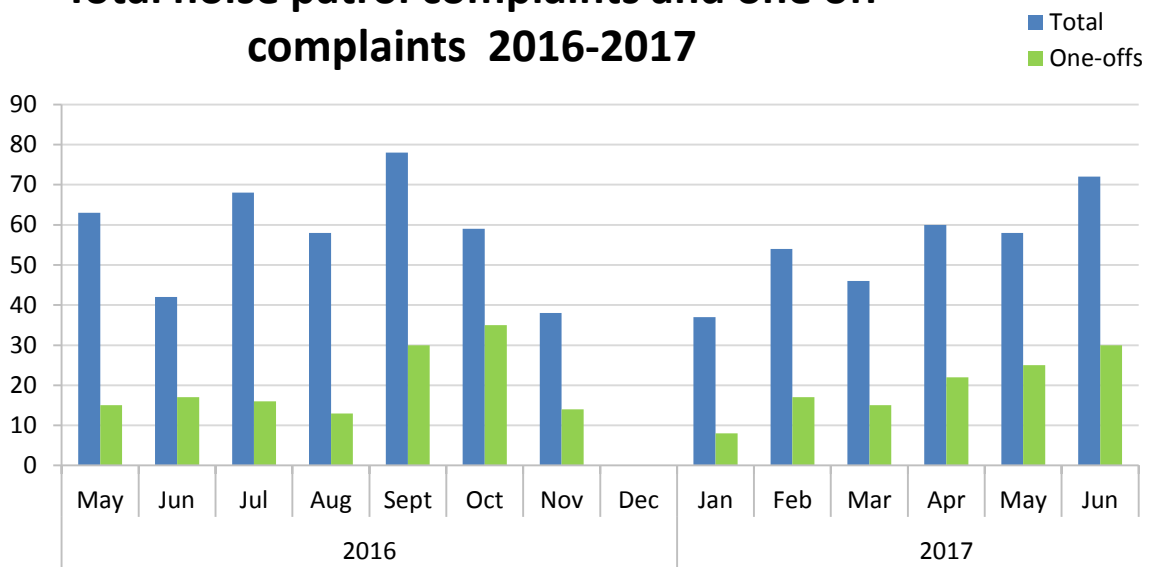


Please note the service was either part running or not running at all during Q4 2015 and Q1 2016.

In Q1 January to March 2017 a total of 133 noise complaints were received. This ranges from 5 to 17 complaints over a weekend.

The service responds to all noise complaints on a prioritised basis and the graph below shows the number of one off complaints where no further involvement is needed. On average 35% of complaints are one offs and require no follow ups.

Total noise patrol complaints and one off complaints 2016-2017



Please note the service was either part running or not running at all during December 2016

BRIGHTON & HOVE CITY COUNCIL

Job Title:	Field Officer – Enforcement and Inspection
Reports to:	Indicative grade SO1/2 on the proviso that it is managed by nothing lower than an M10 role
Department:	?
Section:	?

Purpose of the Job

Undertake enforcement and inspection activities across the City working with a range of existing services, members, and key external partners including the police and communities.

Focusing on environmental improvement and improving quality of life, protecting public health and wellbeing and community safety, the role will include delivering fast effective enforcement action, gathering evidence and intelligence for existing specialist services and working proactively promoting behaviour change and community collaboration.

Principal Accountabilities

1. Deliver a broad and diverse range of enforcement and inspection activities across the City by service and enforcement of statutory of notices relating to issues that could include; anti social behaviour, statutory nuisance, housing and planning enforcement.
2. Initiate effective and efficient action where necessary using the appropriate legislation to independently solve problems and deliver fast solutions.
3. Identify and deliver effective referrals to council services, partner agencies and third sector organisations.
4. Accurately gather a comprehensive range of information and intelligence for colleagues working in existing specialist services enabling these services to deliver their casework more effectively and efficiently
5. Prepare, draft and service of statutory notices covering a broad and diverse range of legislation and council services.

6. Prepare and take statements, prepare and execute warrants in relation to both domestic and commercial premises, prepare cases for prosecution and act as an expert witness in Court.
7. Work with colleagues, members, partner agencies, third sector organisations and communities to deliver enforcement and inspection programmes that are not only statutory but also meet community needs and priorities and solve problems quickly.
8. Represent the City Council at all levels including officers, members, community groups and partners agencies.
9. Ensure that customers, colleagues, members and communities are kept informed of actions and progress in respect of casework and referrals.
10. Keep accurate written and computer records and operate all administrative practices and procedures in accordance with the Policy and Criminal Evidence Act (PACE).

General Accountabilities

To be prepared to implement the Council's Equalities Policy at all levels appropriate to the job and carry out his/her duties with due regard to the Council's Equalities Policy at all times.

Ensure that all operations are conducted in accordance with the Council's Health and Safety policy and all relevant legislation

Your duties will be as set out in the above job description but please note that the Council reserves the right to update your job description, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

11. The list of duties in the job description should not be regarded as exclusive or exhaustive.
12. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

BRIGHTON & HOVE CITY COUNCIL

PERSON SPECIFICATION

Job Title: Field Officer Enforcement and Inspection

Reports to: Indicative grade SO1/2 on the proviso that it is managed by nothing lower than an M10 role

Job Related Education, Qualifications and Knowledge	<ul style="list-style-type: none">• Educated to NQF level 3 or equivalent experience• Broad knowledge of legislation relating to enforcement work across a range of services• Broad understanding of the roles and responsibilities of other enforcement agencies and services such as the Police, Fire Authority and Social Services• Broad understanding of third sector organisations• Good understanding of multi-disciplinary partnership work with local public sector, voluntary sector, private sector and community members• Good knowledge of local structures and processes in relation to neighbourhoods and partnership working
Experience	<ul style="list-style-type: none">• Experience in an enforcement environment• Experience of managing challenging and demanding situations• Experience of risk analysis and making independent high level decisions• Experience of working with people from a range of communities of interest and developing appropriate community engagement processes
Skills and Abilities	<ul style="list-style-type: none">• Highly developed communications skills and able to ensure the message is understood and the point made quickly and effectively• Good interpersonal skills, including the ability to deal with a variety of agencies and the general

	<p>public</p> <ul style="list-style-type: none"> • Well developed negotiation and mediation skills • Ability to work with confidential information and liaise sensitively with individuals and organisations • Ability work effectively under pressure particularly when a situation could be continuously changing • Proven problem solving skills • Ability work independently to use initiative and judgement when responding to and resolving issues • Ability to manage workloads effectively and efficiently and to consistently achieve targets and deadlines • Well developed written skills particularly for writing reports, court papers, witness statements, etc. • Computer literacy including proficiency in the use of Microsoft Office software, particularly Word, email and the internet. Ability to adapt to and use new technology
<p>Other Requirements</p>	<ul style="list-style-type: none"> • Ability to work alone and make independent decisions

Organisational Chart

UNKNOWN AT THIS STAGE

Hardest Part of the Job

The role holders will be expected to:

Work across a broad and diverse range of service areas and have expert knowledge and understanding of a broad range of legislation and enforcement activities.

Be able to manage, prioritise and risk assess a broad and diverse portfolio of cases, and at times having to make high level independent decisions out of normal hours service.

Work with a range of council services, members, and a broad range of external partners to resolve problems fast and effectively, manage expectation and ensure that referrals are fast and effective. This could include referrals relating to intelligence and information concerning criminal activities and safeguarding issues.

Attempt to bring about behaviour change and, as a result of this, on occasions experience some hostility and challenge from customers. Work with communities to bring about behaviour change and prevent the need for enforcement and inspection activities.

Deliver discrete enforcement and inspection activities that are statutory and require a fast, proportionate response. At times this will involve preparing prosecution cases for Court, delivering evidence in Court and responding to cross examination.

Gather a broad range of intelligence and evidence that can be fed back to the individual service areas and assist them with delivering their individual inspection and enforcement programmes more efficiently and effectively.

Deliver the role citywide.

Dimensions

This job has no budget or line management responsibility

Scope for Impact

Objectives:

- Improve customer satisfaction with services through citizen engagement.
- 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
- Work with communities to build resilience, allowing residents to take greater control to make a difference in their neighbourhood/s.
- 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

Job Context

The city council is at a pivotal point in the development of a 'collaborative communities' agenda that addresses inequalities and the strengthening of community engagement at citywide and neighbourhood level.

The majority of time the role holders will work remotely in the community with communities across a range of council accommodation and in some cases co-location accommodation

The role will be delivering services seven days a week including evenings.

The following are a list of the skills and training repeatedly identified.

Skills

- Attention to detail
- Good communication / interpersonal skills
- IT literacy
- Record keeping
- Problem solving
- Assertiveness
- Empathy
- Resilience
- Relationship building
- Observant
- Knowledge and understanding of legislation
- Conflict management /managing expectations
- Assertive
- Area/geographical knowledge
- Listening
- Ability to lone work
- Basic knowledge of safeguarding

Training

- Conflict management
- Legislation (various)
- Witness statements
- Prosecution process

- IT
- Equality and Diversity
- Safeguarding
- Restorative Approaches (to help people/communities to solve their own problems)

Field Officer Role	How and what	Skills	Training	
			Current	Other
Responsive fast effective enforcement and inspection work	<ul style="list-style-type: none"> • Duty service • Phone • Email and mis-directed emails • On-line reports • Triage process • Information gathering • Enforcement of PSPOs (tents and encampments/street drinking/day issues) • Dialogue with colleagues • Paperwork • Face-to-face • Website • App (to be developed) • Bikes/scooters • Response timeframe within an hour or quicker • Instant backup support with specialist team • Officer seeing an issue on the street • Call centre 	<ul style="list-style-type: none"> • Ability to prioritise • Attention to detail • Assertiveness • Empathy • Good communication skills • Record keeping • Excellent IT skills/computer literacy (word, excel, email, powerpoint) • ResilieNICE • Able to use safety systems (radio etc.) • Problem solving • Knowledge and understanding of legislation: Housing Act; EPA; Highways Act; ASBCPA 2014; DPA; • Knowledge of scaffolding erection • Relationship building • Good telephone manner (listening skills; clear on process; empathetic; informative; calm) • ConfideNICE in public speaking • Good report writing (clear and concise) • Interpersonal skills • CBT liceNICE/driving liceNICE • Simplify legislation into everyday language • Observant • Conflict management • Authoritative • Reasonable level of fitness (physical and mental) • Research and analysis • Keeping calm • How to deal with aggressive people • Body language • Common sense • Using your own judgement • Able to lone work 	<ul style="list-style-type: none"> • Lone working • Safeguarding • Legislation (service specific) e.g. NRSWA/LANTRA (Highways); ACC offenses • Dealing with difficult situations and challenging behaviour • Assertiveness Training • Service specific • Negotiation Training • PACE Book Training • Witness statement Completion • Fixed Penalty Notice (FPN) issuing through App (INKARA) • Technical knowledge e.g. By-law • Access the Planning portal • Assess possible imminent danger • Prosecution process • Role of Councillors; Officers and 3rd Sector • Mediation Training 	

		<ul style="list-style-type: none"> • Persuasive language • Good level of education • Knowledge of other agencies i.e. Police; Fire; Social Services etc. • Mediation skills • Ability to prioritise work 		
Intelligence gathering and fast effective referrals	<ul style="list-style-type: none"> • ECINS • Clients of CoNICErn Register • Police Risk information • Coordinated information system - sharing with different levels of access/security for different types of information and service areas • App for key detail • Photos • Record keeping • Measurement gathering • Tablet – instant record of events • Email alerts to key teams • Radio • Symology system • Live recording for safety/prosecution purposes • Accuracy of reporting an issue • Having an officer able to attend • 2 way radio's • Report by the public • Record information onto the correct database and put it into the right officers in-tray • Leave written notes in a colleagues in-tray • Shared drive • Area knowledge • Operation 'Crackdown' • Contractor system that can request and pay for a skip or scaffolding on-line • Arbo-trac 	<ul style="list-style-type: none"> • Attention to detail • Independent working • IT • Good communication skills • Record keeping • Problem solving • Ability to work with smart phones • Observant • Ability to take good photos as a record of the situation/context • Good eye sight • Map reading • Maths skills • Geographical/area knowledge • Literate • Attention to detail • Signposting – knowledge of other service(s) that can assist • Safeguarding awareness 	<ul style="list-style-type: none"> • ICT training specific to the role • Information GovernaNICE • Procedures • Legislation • SIA – security industry accreditation training • NRSWA accreditation • System training: Uniform; INKARA; Symology; OHMS; ECINS • Prosecution process • Witness statements • Land ownership • Measuring alterations to building/adverts • Customer service training • Safeguarding 	

<p>Community collaboration and behaviour change</p>	<ul style="list-style-type: none"> • Achieve • TAs / LATs / RAs • Liaison meetings and events • Briefing schools and community centres • Newsletter informing role of Field Officer • Promoting Council services • Attend local community groups • Councillors • Site representatives who help with reporting issues • Volunteers • Increase the patrols • Educating the community when attending meetings 	<ul style="list-style-type: none"> • Relationship building • Assertiveness • Approachable • Good listening skills • Diversity of language skills including BSL etc. • Empathy • Resilience • Presentation skills • Time management • Making sure the issue is given to the correct team in the first place • Having as much information as possible to end the issue • Restorative approaches 	<ul style="list-style-type: none"> • Community engagement • Behaviour change • Equality and diversity • Training allotment site representatives on what they can and cannot do • Restorative approaches 	<ul style="list-style-type: none"> • Informing the community of the by-laws and what we are legally able to do
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Other Local Authorities with similar roles

Out of 15 CIPFA Council's only 2 (Medway and Newcastle) had similar roles to the proposed Field Officer. (Other CIPFA Council's which didn't have similar roles are: Portsmouth, Bristol, Southampton, Bournemouth, Southend-on-Sea, Plymouth, York, North Tyneside, Sheffield, Coventry, Swindon, Reading, and Stockport). The remaining Councils in the table below are not part of CIPFA and do have similar roles to the Field Officer.

Council Name	Title of Role and Functions carried out	Patrol Times	Additional Notes
1. Medway Council	Community Wardens- <ul style="list-style-type: none"> • Report abandoned vehicles • Report or issue of fixed penalty notice Dog fouling • Graffiti • Skips - dangerous / illegal • Scaffolding - dangerous / illegal • Stray and dangerous dogs • Refuse out early • Carriageway / footway obstructions or structures • Street cleansing issues / inspections • Assisted collection referrals 	9am till 5pm	
2. Newcastle City Council	Neighbourhood Wardens - <ul style="list-style-type: none"> • Cut crime - including burglaries, anti-social behaviour, criminal damage and hate crime • Reduce residents' fear of crime and increase their confidence in the ability of official agencies to help • Support victims of crime and vulnerable members of the community • Report all crime and disorder incidents and environmental problems • Improve the reporting of racially motivated crime and other hate crime • Be the 'eyes and ears' of the community through foot patrols in residential areas of Newcastle. 	Unknown	Further research for patrol times

3.Kent County Council	<p>Community Wardens-</p> <ul style="list-style-type: none"> • Tackling low-level crime and antisocial behaviour (such as graffiti, littering, fly tipping and vandalism) • Take names and addresses and control traffic • Reassuring uniformed presence • Trained to the Community Safety Accreditation Scheme before starting their work • Encouraging communities to work together and make things better for everyone • Working closely with Kent Police and other professional authorities • Talking with local people, offering information and advice • Taking part in local community activities. 	7:30am till 10pm	
4.Crawley Borough Council	<p>Community Wardens-</p> <ul style="list-style-type: none"> • Issue fixed penalty notices for litter and dog fouling and investigate fly tipping. • Investigate the selling and repairing of cars on the streets illegally. • Pick up and re-home any stray dogs (this does not include the re-homing of any unwanted pet dogs). • Investigate all illegal encampments of travellers and people camping in tents • Require the name and address of a person whom an accredited person has reason to believe has committed a 'relevant offence' • Require the name and address of a person acting in an anti-social manner • Require persons drinking in a designated place to surrender alcohol and to dispose of any alcohol surrendered • Require persons aged under 18 to surrender alcohol and to dispose of any alcohol surrendered 	8:00am till 9:30pm	
5.Chichester District Council	<p>Community Wardens-</p> <ul style="list-style-type: none"> • Community development and encouraging and increasing community involvement • Dealing with environmental issues (e.g. graffiti, litter, dumping, abandoned cars, dog fouling etc.) within the area by working with appropriate agencies • Working with the police, police community support officers (PCSOs) and local communities to reduce crime, anti-social behaviour and fear of crime in the area including providing intelligence and evidence to the police and acting as a professional witnesses 	9am till 10pm	

6.Canterbury City Council	<p>Community safety Unit- work in partnership with Kent Police and other partners</p> <ul style="list-style-type: none"> • Anti-Social Behaviour, as this can cause great harm in a community. • Domestic Abuse, offering support and information for those experiencing or aware of domestic violence • Hate Crime, they are committed to tackling all forms of hate incidents in the Canterbury District. • Unauthorised Encampments, removing all encampments that are unauthorised. • Students in the community, giving advice and information to students. • Alcohol Control, a police officer can remove alcohol if they believe that drinking in a public place will lead to people acting anti-socially. 	Unknown	Further research needed for patrol times
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Portfolio benefits

The following chart is from the C&N Committee papers/Business case. It may pre-date the inclusion of the Field Officer role in that programme, but it is included to show the benefits of the wider portfolio including Hubs, governance and volunteering.

OUTCOMES	BENEFITS					
	Improved customer satisfaction	More resilient communities	Greater democratic participation	More effective use of resources	Improved job satisfaction	Improved resident health and well-being
Services easier to access	√			√		
Communities more aware and able to access services and support	√	√				
Integrated services designed around customer segments	√			√		
Complaints better handled	√			√		
Reduce unnecessary visits or calls to council buildings	√			√		
Greater support for Members engaging with communities			√		√	
Communities able to influence decision-making in their area		√	√			
Problems solved as a result of community engagement	√	√	√			
Communities have greater access to information and expertise		√	√			√
Communities able to access relevant funding opportunities		√		√		
Communities empowered to co-design services	√	√		√		√
More effective use of community spaces incl. outdoors		√		√		√
Increase in social, cultural and sporting participation		√				√
More people volunteer		√				√
More services use volunteers		√		√		√
Improved employment opportunities		√				√
Website clearer and easier to navigate	√			√		
People better able to access digital services	√	√				
People more able to self-help	√	√		√		
Cost of transactions reduced				√		
Increase in number of self-assessments		√		√		√
Stronger relationship between public and third sectors		√			√	
Joined up approach to service delivery and collaboration	√	√		√	√	
Innovation is encouraged and rewarded					√	
Staff feel empowered					√	
Behaviour change in staff	√				√	
More flexible / generic roles				√	√	
Staff able to signpost to all relevant services	√			√	√	
Reduced duplication and multiple contacts	√			√		
Multi-disciplinary approach to supporting individuals	√				√	√
Service plans based on evidence of need	√					√
Increase in prevention activity		√		√		√
Fewer referrals to specialist services				√		√
Specialists have more choice in 'step-down' services		√		√		
Specialist focus on more complex tasks				√		√

Communities and Neighbourhoods Portfolio

Enforcement & Inspection

Community Collaboration

Community Hubs

Field Officer	Portfolio Benefits					
Outcomes	Improved customer satisfaction	More resilient communities	Greater democratic participation	More effective use of resources	Improved job satisfaction	Improved resident health and well-being
Responsive fast effective enforcement and inspection work						
Services easier to access	√			√		
Integrated services designed around customer	√			√	√	
Complaints better handled	√			√		
Communities more aware and able to access services and support	√	√		√	√	
Joined up approach to service delivery and collaboration	√			√	√	
Reduced duplication and multiple contacts	√			√	√	
Multi-disciplinary approach to supporting individuals	√			√		√
Increase in prevention	√			√	√	√

activity and staff feeling empowered						
Fewer referrals to specialist services	√			√	√	
Intelligence gathering and fast effective referrals						
People better able to access digital services	√	√		√		
Staff able to signpost to all relevant services	√			√	√	
More flexible / generic roles				√	√	
Service plans based on evidence of need	√	√		√		√
Behaviour change in staff with specialist focus on more complex tasks	√			√	√	
Community collaboration and behaviour change						
Communities more aware and able to access services and support	√	√				
Greater support for Members engaging with communities	√		√	√		
Communities able to influence decision-making in their area	√	√		√		√
Problems solved as a result of community engagement	√	√	√			
Communities have	√	√	√			

greater access to information and expertise						
Improved employment opportunities					√	
People more able to self-help	√	√		√		
Stronger relationship between public and third sectors	√	√	√	√		√

Mobile App Functions Table, showing impact of DF service by service:

KEY:	Pest Control pilot has already provided new online functionality that could be rolled out to other services
	Currently being built or next in the pipeline
	More discovery work being completed

✓	New functionality already live
✓	New functionality to be rolled out

	Take online payment	View clients of concern	View info on Uniform	View other background info and databases	Complete inspection form on site	Collect evidence – take photo	Write in a new digital PACE notebook	Generate job sheet	Send letter /provide info (email)	Serve notices, give customer copy	Save emails and photos	Scan carbon copies
Pest Control	✓	✓	✓	✓	✓	✓	N/A	✓	✓	✓	✓	✓
Licensing (all services)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environmental Protection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Highways	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Private Sector Housing	x	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Community safety	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planning Enforcement	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Housing (HRA)	x	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Travellers Team	x	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓
Seafront Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cityparks	x	✓	x	✓	✓	✓	x	x	✓	✓	✓	x