

4. Non-cashable benefits			
Current situation	Benefits expected	Measured outcomes that will be achieved	How will the benefits be measured?
The FO role is flexible and able to add additional functions as needed to deliver enforcement and inspection work.	Increased flexibility in delivery of the enforcement and inspection function across the city including our partners. This increases responsiveness to needs of communities, services and partners and targets resources more effectively leading to better customer satisfaction and reduce duplication.	Measure the different Functions being delivered by each of the 9 services. Increased customer satisfaction include all 9 services as customers. Increased resolution times.	Utilising existing reports across 9 services. Future monitoring and performance including key performance indicators still to be fully defined. All functions have been coded therefore activity on each function can be clearly quantified. Team Plan to be developed and map the flexible element of this role to record activities of Functions, tasking, referrals, engagement with communities and other work identified.
Field Officer role is flexible and able to work with communities and facilitate behaviour change.	As the role has been developed we have identified that there is a need for increased flexibility on how we collaborate and work with our communities across the city. This will be defined by the character and needs of each area. Field officers will work more closely with communities and making stronger connections with services and partners to problem solve identify creative solutions. Closer alignment with community priorities.	How we collaborate with our communities will in some cases be defined by the new Neighbourhood Action Plans. Increased capacity to feedback on and address community's concerns. Using a collaborative approach we can enable communities to deliver change, problem solve and identify solutions. Increased customer satisfaction.	Work with Third Sector to identify how this would be measured and aim to use existing reports. Team Plan to be developed and map the flexible element of this role to record activities of Functions, tasking, referrals, engagement with communities and other work identified.
Services 'siloes' and working independently. Customers dealing with multiple services working to different response times.	Generic and flexible role working across existing services. Improve customer satisfaction with more effective and efficient communication. Increased face to face contact with customers to enable a greater	Customer Insight and satisfaction metrics. Annualised contracts and 9.75 hour working days will enable resources to be effectively targeted according to the needs and work outside the defined shift and map the work pattern and associated seasonal demands	Customer satisfaction data to be collated using existing corporate structures. Existing reports and future monitoring and performance still to be defined.

<p>Duplication of resources.</p>	<p>understanding of circumstances surrounding a complaint and deliver a faster, more effective resolution.</p> <p>Increasing access to council services out of hours by providing 7 day a week working 12.00 -20.00.</p> <p>In addition providing a more responsive service to tackle variation in demand by adopting an agile approach to better respond to customer and operational needs.</p> <p>Faster service coordinated response times. Improved staff morale in being involved in a wider remit of work and personal development opportunities.</p>		
<p>Performance data for each service is inconsistent and “siloed”.</p>	<p>Data sharing to understand trends and performance. Use data information more intelligently.</p> <p>Sharing resources across services and with partners for faster effective resolution.</p>	<p>Linking the activity of Field Officers to the performance of the specialist teams. Sharing of UNIFORM reports and consistent coding of activity across services.</p>	<p>To be defined based on a greater understanding of current data capture and performance monitoring of individual services to make more integrated.</p>
<p>Specialist teams covering a portfolio of work that includes simple transactional work alongside more complex and demanding casework.</p>	<p>A shift of casework moving simple straightforward cases to the Field Officer Team leaving the specialist teams to manage complex cases more effectively and efficiently.</p>	<p>Higher productivity of specialist staff delivering complex cases more effectively and efficiently.</p> <p>Use the Field Officer role to visit and gather intelligence on behalf of the specialist teams.</p> <p>Field Officers to deliver simple cases.</p>	<p>Existing reports and future monitoring and performance still to be defined.</p>

<p>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 resulting in duplication.</p>	<p>Be more responsive providing a Field Officer inbox for councillors to enable 7 days a week access and fast effective referrals and resolution. Reduce duplication. Improved customer satisfaction Faster effective referrals to services</p>	<p>Greater support for Members engaging with communities over a 7 days period Faster and more effective response to complaints.</p>	<p>Using UNIFORM all referrals are coded to map activity. Potential to quantify councillor enquiries coming in, including resolution.</p>
<p>Staff working in “siloed” areas with limited career development opportunities</p>	<p>Field Officer Team working across teams developing a range of skills and experience. Improved staff morale in being involved in a wider remit of work and personal development opportunities. Could create secondment opportunities. Shared training resources across all 9 services. Creating a workforce with a broader range of skills that can work more flexibly across services.</p>	<p>Link to People Promise initiative and staff survey.</p>	<p>Link with HR existing and proposed performance.</p>

