

**Subject:** Field Officers Implementation Progress Report –  
**Date of Meeting:** 3 December 2018  
**Report of:** Executive Director Neighbourhoods, Communities  
and Housing  
**Contact Officer:** Annie Sparks –  
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**Ward(s) affected:** All

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 On the 22<sup>nd</sup> January 2018 the Neighbourhoods, Inclusion, Communities and Equalities Committee agreed the business case for the creation of a new Field Officer Team.
- 1.2 This report presents the progress of the work to develop and implement this team, and also present how the team will move forward and develop in the future.
- 1.3 This new role is part of the wider Communities & Neighbourhoods Portfolio, and 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.
- 1.4 In addition, a key feature of this role is working in our communities and with our communities to promote a more proactive and preventative way of working, that delivers solutions and resolves problems.
- 1.5 The progress of the work relating to the wider Communities and Neighbourhoods Portfolio is the subject of another committee report which is being presented to this Committee.
- 1.6 Since January 2018 the work of the Field Officer Team has been integrated in to the Supporting Businesses Modernisation Programme, and thereby ensuring that the team delivers work that benefits both our residents and our businesses.

## **2. RECOMMENDATIONS:**

Committee are recommended to:

- 2.1 Note the implementation update in relation to the Field Officer Team and agree that a further report be submitted to the July 2019 Neighbourhoods, Inclusion, Communities and Equalities Committee updating on the progress of the Field Officer Team.

## **3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 The Communities and Neighbourhoods Portfolio is delivering 4 programmes:

- i. Community hubs
- ii. Collaboration
- iii. Volunteering
- iv. Enforcement & Inspection (development of the Field Officer role).

- 3.2 The objectives of this new Field Officer 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
- 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

These objectives align with the objectives of the overarching Communities & Neighbourhoods Portfolio

- 3.3 3 elements of the role have been identified:-

1. Enforcement activities that are quick and responsive to customer needs. 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.

#### **4. Implementation of the New Field Officer Team**

##### **4.1 Service Delivery Model**

4.2 The service delivery model for the new Field Officer role aligns with the service delivery model for the wider Communities and Neighbourhoods Portfolio.

4.3 The Field Officer role has been developed to be flexible working across services, preventing duplication, reducing response times and improving the way customers access services, with improved customer satisfaction.

4.4 This role provides coordinated fast and effective enforcement and inspection work across a number of council services, while at the same time working proactively with communities.

4.5 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. The launch of the service has therefore been phased. The service initially started on the 17<sup>th</sup> September 2018 delivering some elements of the team's work portfolio. This has allowed IT and workflow arrangements to be tested, and also refine working practices and procedures. It has also enabled working relationships with services and partners to become more established. With additional Field Officers joining the team during October and November, it is proposed that the service becomes fully operational on the 3<sup>rd</sup> December 2018. The work and performance of the team are being monitored and where change is needed this will be quick and responsive.

4.6 The 9 services in scope working with the Field officer Team are:-

- Regulatory Services
- Housing
- Private Sector Housing
- Planning Enforcement
- Community Safety
- City Parks
- Highways
- Travellers
- Seafront Office

4.7 The functions being delivered by the Field Officer Team on behalf of the 9 services in scope are detailed in the table in Appendix 1 and were agreed at NICE Committee in January 2018. Field Officers will be delivering estate inspections on behalf of Housing. The service delivery model for estate inspections is currently being reviewed.

4.8 The Field Officer service is operating citywide to ensure that we deliver a consistent customer service across all our communities. This approach prevents dividing the city into different models of service delivery and risking the creation of hotspots and varying degrees of enforcement. As the service develops opportunities to work on an area/patch basis will be explored

- 4.9 The team is part of the Safer Communities Service and consists of one Field Office Manager and 8 Field Officers. In accordance with the vision outlined in previous Reports, specialist leads in the nine services in scope direct and define the work that the Field Officers deliver. As the Field Officer Team develops so will the working relationships with the 9 services in scope, partner agencies, and our communities.
- 4.10 Various working patterns for the team were explored and these were presented in the original business case. To facilitate a flexible model of service delivery that remains focused on community and service needs, resource, and seasonal demands the team are working over 7 days 12.00 to 20.00. Each shift is 9.75 hours and this enables the Field Officers to be flexible and work before 12.00 and or after 20.00. Their annualised contracts also enables flexibility with the days and hours that are worked across the year. Again, this provides a responsive service and the ability to target resources effectively.

### **Resources**

- 4.11 The intention has always been that the Field Officer Team is funded from existing budgets across a variety of services. The services currently in scope are located in Neighbourhoods Communities and Housing and Economy Environment and Culture. At NICE Committee in January 2018 the funding and resources required for the set up of the Field officer Team were agreed.
- 4.12 For this financial year funding required was £0.360m and thereafter £0.320m per annum. This includes funding for 7 permanent Field Officers. An additional one off £0.050m was also allocated to fund one further post for a year to work across the city to tackle the growing issues of tented communities.
- 4.13 Initially all of this has been funded by NCH directorate using a combination of identified budgets of £0.162m, and a contribution of £0.049m from the Housing Revenue Account (HRA). An additional £0.109m relates to a carry forward request to Policy, Resources & Growth Committee to use NCH underspends from 2017/18 to accommodate this service in 2018/19.
- 4.14 For 2019/20 there is a current service pressure of £0.109m plus an additional £0.050m service pressure to fund the Field Officer Manager role. As part of the ongoing review of budgets and service delivery, work is taking place to understand where this resource can be identified in both NCH and EEC Directorates.
- 4.15 Currently there is an underspend of £0.150m due to the delayed recruitment, which will be reported in the TBM7 report to Policy, Resources & Growth Committee.
- 4.16 The business case described that cashable benefits may be possible as the result of better productivity through the use of the new digital first platform. However, it is too early to quantify at this stage of the programme. Therefore, current budget proposals for this service assume no extra income generation for this financial year and beyond. As we work closer with services and partners opportunities around income generation will be explored.

## **Recruitment**

- 4.17 The Field Officer post has been evaluated at S01/2 and the Field Officer Manager role has been evaluated at M10.
- 4.18 The person specifications and job descriptions for these two new roles were formulated to not only require knowledge skills and abilities in relation to enforcement and inspection work, but equally as important having the ability to engage, and work effectively, with the diverse communities within our city. Also encouraging local residents to get involved and work together to improve the quality of life for everyone living in their neighbourhood.
- 4.19 To capture the diverse range of skills and abilities for this role took time but we now have seven Field Officers in post and one Field Officer Manager. The remaining Field Officer post is currently being recruited to. The team come from backgrounds including local authority, policing, housing, environmental health, parks, highways, licensing, planning enforcement, child protection and youth justice.
- 4.20 This range of skills and knowledge across the team is enabling us to shape a new service that brings communities, existing services and partners together to solve problems, find creative solutions, and also explore new ways of working.

## **Digital and IT Solutions**

- 4.21 Working in the field, being responsive, enabling fast referrals and fast effective information sharing requires digitalisation and use of mobile technology.
- 4.22 All Field Officers have mobile tablets and are the first team in the council to use this technology. This has enabled IT & D teams to test their readiness for the introduction of mobile technology elsewhere in the council.
- 4.23 Work is ongoing to ensure that the technology can enable fast effective workflow and referrals across services, and support evidence gathering, including photographs and taking of witness statements.
- 4.24 UNIFORM software is used by some of the 9 services in scope and is being installed with some of the remaining. UNIFORM has developed Apps that can be used on mobile devices and these include Apps for Planning Enforcement, and Licensing. These Apps have been purchased and are in various stages of implementation.
- 4.25 One of the greatest challenges has been bringing 9 services together who all work in different ways, using different technology, systems and process. Work is ongoing to facilitate service improvement and effective cross service working, information sharing and also ensure consistency.

**Training, competency, and sharing and developing good practice with services, partners and our communities.**

- 4.26 The original consultation process and staff engagement workshops helped to identify training needs for the team. These were then transferred into a 10 week comprehensive summer training programme for the Field Officers initially recruited to. This included a diverse range of training, not only spanning the work of the 9 services in scope, but also engagement and training with our partners and communities.
- 4.27 The training programme is continuing and other teams are now interested in sharing the training.
- 4.28 Key features of the training has included regular early morning sessions with the outreach homeless service, St Mungo's, in relation to managing our tented communities across the city. Also regular training sessions with colleagues from our legal team. Field Officers have been working with and shadowing various services, including regulatory services, travellers, planning enforcement and seafront and city park services to learn their work and ensure consistency.
- 4.29 Field officers have also been out shadowing Police Community Support Officers (PCSOs) in the new Prevention and Partnership Policing Team and are already establishing close working relationships and sharing knowledge/intelligence and experience. This has included sharing good practice on how Body Cameras can be used to collect evidence, manage risk and personal safety. Field officers will be working in the field using a number of council and community buildings. Opportunity to co-locate the team in John Street Police Station is currently being explored.
- 4.30 The new Local Policing Plans have been developed, and work has started with our Communities and Third Sector Team to understand how these will link with the new Neighbourhood Action Plans.
- 4.31 East Sussex Fire and Rescue have also been developing a working relationship with our Field Officers and will be training them to recognise risk and vulnerabilities and ensure fast effect referrals.
- 4.32 As part of the Supporting Businesses Modernisation Programme the Field Officers have been out shadowing the Business Improvement District Ambassadors to understand how our Field officers can work more closely with our businesses. To also share information and intelligence and provide relevant support and solutions. The team are getting to understand the work of the Crime Reduction Partnership and identify where they can work together.
- 4.33 The original staff engagement workshops have developed into bi monthly Field Officer Champion workshops. These provide a forum for services, partners, and community representatives to work with the Field Officers on establishing fast effective working procedures, exploring service improvement and customer

satisfaction, but also share and develop good practice. These will continue as the service develops.

- 4.34 To enable the Field Officers to exercise the Council's enforcement functions across a range of services, the Scheme of Delegations to Officers was amended to provide Field Officers with direct delegations, exercisable in accordance with, and within the terms of, direction and guidance provided from officers in the relevant service area. These arrangements were approved at Policy Resources and Growth Committee in June 2018.

### **Out of Hours Noise Service**

- 4.35 It was agreed at NICE Committee in January 2018 that £0.042m from the existing Noise Patrol service would be used to fund and resource the Field Officer Team with the aim of reviewing how noise services are delivered out of hours.
- 4.36 The Noise Patrol service has been operating for over 20 years and there has been little change to the service delivery model and the hours and days of operation. The service currently operates Friday and Saturday 22.00 hours – 03.00 hours. 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.
- 4.37 Operating under this model currently costs £42k per annum. In 2017 there were 221 complaints to the Noise Patrol Service. This works out at £190 per complaint.
- 4.38 There were serious concerns raised about both the effectiveness of the service and the safety of the staff. There had been occasions when behaviour towards Noise Patrol officers has been inappropriate, including incidents where officers have been chased from a building.
- 4.39 Changing environment and changing social trends are presenting new risks to the staff that deliver this service. Where someone is causing a disturbance and under the influence of drugs and/or alcohol then stopping the noise that night rarely happens for a variety of reasons, access denied, risk, and lack of cooperation. What can be practically achieved on the night to stop the noise safely and without risk is becoming an increasing challenge.
- 4.40 In response to the review of the out of hours noise service, and the review of risk, the Noise Patrol service was suspended during April and May 2018. This enabled both the risk assessments and operating instructions to be reviewed, and for staff to be consulted about the proposed changes. To increase safety for staff and manage risk it was agreed that AP Security would be available to staff when visiting new unknown cases. Operational criteria were defined for when and how staff should visit customers. This included some visits only being done with AP security or Police
- 4.41 In Appendix 2 you will see that the graphs show a steady decline in the demand for the service, but also a drop in the number of visits by Noise Patrol officers. Between June and October 2018, since the review of the operating instructions

and risk assessments, there has been a month on month percentage decrease in the visits being undertaken by the Noise Patrol staff. The reason for such a radical reduction over the last 5 months is not fully understood but there are a number of contributing factors. When calls come in and customers are rung back there are a number of occasions where the noise has reduced and the customer does not want a visit and it is agreed to follow up the case the following week. There are also a number of occasions when the Noise Patrol Officers call back to discuss the case and there is no answer, or follow up from the customer. In addition, to witness noise nuisance we legally need to visit the resident affected to assess the noise and establish if it is a statutory noise nuisance and a noise abatement notice needs to be served. Late at night residents often do not want someone coming in to their home and some consider it intrusive and disruptive. They often prefer a follow up the following week.

- 4.42 In addition, it appears that there has been inconsistency on how the new operating instructions have been interpreted by staff and visits have not always been undertaken when under the procedure and risks assessment a visit would be triggered. Staff have all been reminded of the operating instructions and risk assessments for the remaining weeks that the current model is operating.
- 4.43 Having Field Officers working over a weekend, visiting and responding to calls, will ensure that we provide a service that results in a faster more responsive service at a time of day when those involved can participate in constructive dialogue, understanding the impacts of their actions, and deliver solutions to night time noise problems.
- 4.44 Since the initial launch of the Field Officer Team in September 2018 all new domestic noise complaints are investigated by a Field Officer with the aim that perpetrators will be visited to discuss the impact of their actions. We are already seeing the value and benefit of this face to face contact and how it is stopping cases escalating. It is proposed that this face to face approach will continue as part of the review on how we deliver noise services out of hours.
- 4.45 While the Field officer service is being developed and implemented the original Noise Patrol service has continued to operate over the weekend with revised risk assessments and operating instructions. The service will cease in this current format from the first weekend of December 2018.
- 4.46 From 8<sup>th</sup> December 2018 it is initially proposed that customers will be able to email or phone in noise complaints on a Friday and Saturday night. These calls and emails will be responded to the following morning with the offer of a visit that day. This intervention on Saturday and Sunday enables there to be immediate face to face dialogue in an environment away from the challenges and distractions experienced when the incident was taking place the night before. This provides an environment where the impact of the disturbance can be properly discussed, including practical solutions to stop the problem escalating.
- 4.47 The introduction of the field officers is an opportunity to modernise how we deliver noise services out of hours, and review how this resource could better serve our communities and be better value for money. As the role of Field Officer is developed throughout 2019/20 the delivery of out of hours noise services will be kept under review.

## Communications and Engagement

- 4.48 To manage the implementation of the service a fortnightly Field Officer Delivery Board has been established. This will continue to remain in place and will continue to be developed and reviewed as this role is implemented. Trade Unions, staff and support services (including Finance, HR, Legal, IT and Digital First) have been engaged throughout.

## Early Observations and Case Studies

- 4.49 The initial launch of the Field Officer service at the end of September has already given us an opportunity to observe how this new model of service delivery is making a difference. It is still early days to get meaningful data and identify trends. We are starting to monitor the performance of the team, and listen to feedback from our customers.

The table below details compliments received in the first few weeks of the service operating. It also includes the first complaint about the service.

Details of case	Comment
Rubbish scattered around a recycling point	Comment from a councillor <i>The 2 Field officers that were on duty on Saturday morning performed their duties admirably. Please thank them</i>
Noise from builders	Comment from a resident <i>I confess I pinged my email more in irritation than expectation so I was delighted to learn that the field officer visited the flat in question on Monday. Brilliant service</i>
Meeting a residents group	Comment from vice chair <i>Thanks for your very generous time at our meeting and explanation. We look forward to working with you</i>
Noise from a car left idling early morning	Comment from perpetrator <i>The unannounced visit on a Sunday followed by a letter are extremely distressing to me</i>

- 4.50 Many council services are delivered Monday to Friday during the working day. The Field Officers are now delivering some of those services 7 days a week, including evenings. The period from 17.00 to 20.00, and 12.00 to 20.00 at weekends is proving to be a good time to find customers at home and an opportunity to discuss complaints received, and identify quick solutions. Residents are regularly commenting that they are surprised to be receiving visits during the evening and at weekends, and also commenting on the speed at which they are receiving a visit.

- 4.51 When responding to complaints Field Officers are aiming to visit and have face to face contact with both perpetrators and complainants, and not just rely on letters, emails and phone calls. Early face to face communication is facilitating fast resolution of cases, with the aim that long term we will see more cases being resolved with only one initial interaction. Thereby reducing the number of protracted cases, reducing officer time, and leading to greater customer satisfaction.
- 4.52 This face to face interaction is also enabling field officers to observe behaviours and vulnerabilities and make fast referrals to the appropriate agencies and support services. A visit to ask for a sofa to be removed from in front of a house resulted in a young vulnerable woman being referred to support agencies. A visit in response to a complaint about an overgrown garden has identified a hoarder and immediate referral to a number of support agencies including adult social care, but also action to resolve an extensive rat infestation.
- 4.53 Working closely with services has started to identify gaps in service delivery and this has included a review of how community protection notices are used.
- 4.54 A weekend visit to a local park found an established encampment. This was referred to the homeless charity St Mungo's to provide the necessary support, enforcement notices were subsequently issued by Field Officers and the tent was removed.
- 4.55 Information and intelligence is now being gathered out of hours, which other services are unable to do. This information is being used to inform more complex cases and will enable cases to be resolved more quickly.

## **5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 5.1 To continue to monitor and review the progress and performance of the service. It is therefore proposed that this progress be reported to NICE Committee July and December 2019

## **6. COMMUNITY ENGAGEMENT & CONSULTATION**

- 6.1 As part of the training programme and initial launch of the service Field Officers have been out meeting community groups across the city.
- 6.2 This has included attending the launch of the Neighbourhood Action Plans for Moulsecoomb and Bevendean, and also Hangleton and Knoll. Also meeting residents at the hub in Whitehawk. Other groups where engagement has started has included Hangleton and Knoll Project, and attendance at their recent AGM. Also visiting all four Housing Area Panels, attending the Housing City Wide Conference, and meeting residents from Adelaide and Brunswick, North Laine, and Bristol Estate Crime Prevention Group.
- 6.3 Being part of community meetings across the city enables the Field officers to start to understand local needs. At the same time working with communities and our partners to solve problems. Field officers will be the 'eyes and ears' for the council and be able to refer matters on fast and effectively.

6.4 Statements of support from East Sussex Fire & Rescue Service and Sussex Police are detailed below:

**Nigel Cusack**  
**City Borough Commander,**  
**East Sussex Fire and Rescue Service**

*Following the implementation of the Field Officer role within the Communities and Neighbourhoods Portfolio, in January the new full cohort of staff will receive awareness training around business fire safety, understanding our demographic groups at risk from fire and how to refer to our local teams or for Home Safety Visits. We are working together to build our relationship so as the Field Officers become embedded working in the local community, they can raise appropriate concerns through East Sussex Fire & Rescue Service.*

*Looking to the future, we will continue to support the Field Officers to look at effective ways of sharing information and knowledge with them as key partners to move away from silo working and towards more meaningful interactions with the public. We will monitor referrals and work together with the Field Officer team to explore how we can utilise their role to offer support to the most vulnerable or business premises with visual concerns. We plan to build on their education around core fire safety (businesses, vulnerable people and Home Safety Visit referrals) by reflecting on progress and considering opportunities to bring the Field Officers into our Water and Road Prevention activity.*

**Karon Chamberlain**  
**Prevention and Partnership Manager**  
**Sussex Police**  
**Brighton and Hove Command**  
**Divisional Prevention Support Team**

*Sussex Police will protect vulnerable people, prevent crime, catch criminals and be there when people need the Police most. Specific priorities may change if new or emerging patterns of crime or incidents happen and threat, risk and harm principles will be used to decide on an appropriate and proportionate response.*

*The Sussex Police priorities are to:*

**Keep communities safe and feeling safe**

- *Keep communities safe and feeling safe.*
- *Being accessible and delivering the best outcomes we can for victims.*

**Identify and protect vulnerable people**

- *Proactively identify and protect vulnerable people in Sussex whose safety is at risk and take positive action to reduce the threat.*

**Prevent and respond to harm**

- *Prevent harm; responding where necessary; investigating professionally.*
- *Catching criminals.*
- *Making best use of and valuing resources, partnerships and engagement.*

*The Sussex Local Policing Model shows a commitment to protect the community, however, the Police can no longer respond to everything and often, are called on to respond when it would be more effectively dealt with by other providers or by working in partnership. It is our intention that local policing is focused on ensuring dedicated officers are being protected from abstraction in order to work with local communities and partners.*

*Partnership working is therefore key to achieving our priorities and to provide the best service we can; it is crucial that the local Police teams understand their communities and the problems that have evolved and are emerging. Sharing information, intelligence and resources effectively across a strong partnership is crucial and together, with a real focus on intelligence gathering efforts and deploying resources effectively this will build trust and confidence across our community.*

*The Prevention strand of local policing focuses on 'Problem Solving' being at the very core of what we do, concentrating on demand that protects vulnerable people in our communities. We will work with partners to solve problems that are affecting or concerning neighbourhoods. Together we are better able to understand tensions that exist between or within communities and develop solutions.*

*The introduction of the new Field Officer Team and the fact that they are being embedded into a range of services delivered by Brighton and Hove City Council is a very positive development from a Policing perspective; The Division is particularly eager to develop strong links with the Field Officers with particular attention on their ability to 'accurately gather a comprehensive range of information and intelligence' this ability will support the continuous development of community intelligence being presented and will provide a realistic understanding of what is happening in communities now and will help Police to consider what action to take or what other appropriate response is required by partners.*

*We believe that the creation of this team of dedicated Field Officers will strengthen and enable a partnership approach in addressing local issues through enforcement and wider community collaboration initiatives and will enable both organisations to work together more efficiently and effectively and thereby deliver a better service to local people.*

## **7. CONCLUSION**

- 7.1 The development and implementation of this new and innovative service has been a collaborative approach.
- 7.2 Providing a service which crosses a range of services has been challenging particularly as all services are at different stages of modernisation and digitalisation. It has been an opportunity to deliver and develop service improvement, and be more coordinated in how we modernise services.
- 7.3 The development of this service has enabled us to be creative and explore and implement new ways of working, and adopt and share good practice. Also an opportunity to test new technology with the aim of working more effectively and efficiently, and being able to deliver better customer satisfaction.

- 7.4 This work has enabled us to understand how we can work more closely with our partners and communities, share resource, but also identify how by working together we can deliver better services.
- 7.5 The recruitment process has delivered a team with a range of skills and knowledge and this is enabling us to shape a new service that brings communities, existing services and partners together to solve problems, find creative solutions, and also explore new ways of working.
- 7.6 The service will be responsive and agile to meet customer and service needs.
- 7.7 The service is being launched on 3<sup>rd</sup> December 2018 and the performance and activity of the team will be monitored and reviewed and reported at future NICE Committees

## **8. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

The financial implications are set out in the 'Resources' section of the main body (paragraph 4.11 – 4.16).

*Finance Officer Consulted: Michael Bentley Date: 30/10/18*

### Legal Implications:

No legal implications have been identified as arising from the report.

*Lawyer Consulted: Victoria Simpson Date: 5/11/2018*

### Equalities Implications:

An Equalities Impact Assessment (EIA) has been completed for this new role

### Sustainability Implications:

The Field Officer roles support stronger community cohesion, facilitating community engagement that can have a positive impact on local neighbourhoods and help to improve the quality of environment.

It would be useful if feedback on hot spots relating to litter and poor use of public litter/recycling bins could be fed back to City Clean (or any relevant waste service companies) so they can target problem areas, improve facilities if necessary and influence behaviour change around litter in these areas.

*Sustainability Programme Officer: Date : 14/11/18*

### Crime & Disorder Implications

Working closely and sharing intelligence and information with Sussex Police and the Crime Reduction Partnership and the Business Improvement District.

## Risk and Opportunity Management Implications

The risks presented to NICE Committee in January 2018 have been updated and in Appendix 3. The non-cashable benefits are in Appendix 4.

### **SUPPORTING DOCUMENTATION**

- Appendix 1 : Field Officer Functions
- Appendix 2 : Out of Hours Noise Service
- Appendix 3 : Risk Register
- Appendix 4: Non cashable benefits