

Public Document Pack

Sussex Police and Crime Panel

Members are hereby requested to attend the meeting of the Sussex Police and Crime Panel, to be held at **10.30 am** on **Friday, 3 October 2025** at **County Hall, Lewes**.

Lauren McCann

Clerk to the Police and Crime Panel

25 September 2025

Webcasting Notice

Please note: This meeting will be filmed for live or subsequent broadcast via East Sussex County Council's website on the internet – at the start of the meeting the Chairman will confirm that the meeting is to be filmed. Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. The webcast will be available via the link below: <http://www.eastsussex.public-i.tv/core/>.

Agenda

- | | |
|----------|---|
| 10.30 am | <p>1. Declarations of Interest</p> <p>Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt contact Democratic Services, West Sussex County Council, before the meeting.</p> <p>2. Urgent Matters</p> <p>Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.</p> |
| 10.35 am | <p>3. Minutes of the Previous Meeting (Pages 5 - 18)</p> <p>The Panel is asked to confirm the minutes of the previous meeting on 3 July 2025.</p> |
| 10.40 am | <p>4. Public and Panel Questions to the Commissioner (Pages 19 - 20)</p> <p>The Panel is asked to raise any strategic issues or queries concerning crime and policing in Sussex with the Commissioner.</p> <p>Written questions may be submitted by members of the public up to two weeks in advance of a meeting. The Commissioner or the Chairman (as appropriate) will be invited to provide a response by noon of the day before the meeting. Questions,</p> |

together with as many responses as possible, will be published on the Panel's website (www.sussexpcp.gov.uk).

One question has been received from one correspondent. The Panel is invited to note the responses and pose any supplementary questions.

- 11.10 am 5. **The Role of the Sussex Police and Crime Commissioner in holding Sussex Police to account for improving the response provided to hate crime** (Pages 21 - 30)

The report sets out the Commissioner's work in seeking to improve the response provided to Hate Crime reports (Appendix A).

The Panel is invited to consider the report and make recommendations.

- 12.10 pm 6. **The Progress made by the Sussex Police and Crime Commissioner against the Sussex Police Estate Transformation Strategy 2025/2036** (Pages 31 - 60)

The report (Appendix A) sets out the progress made by the Sussex Police Crime and Commissioner against the Sussex Police Estate Transformation Strategy 2025/2036 (Appendix B).

The panel is invited to consider the report and make recommendations.

- 1.10 pm 7. **Quarterly Report of Complaints**

No complaints within the Panel's remit have been received since the last meeting of the Panel, as of 24 September 2025.

8. **Working Group Appointments**

The Panel is asked to appoint the membership for the Budget and Precept Working Group. The Group acts as a critical friend in the development of the budget and proposed precept for 2026/27.

The Working Group will meet twice, informally and virtually, in mid-November 2025 and in January 2026 – dates to be confirmed, depending on member and officer availability.

The Group will appoint its Chair at the outset of the first meeting.

- 1.15 pm 9. **Date of Next Meeting and Future Meeting Dates**

The next meeting of the Panel will take place on 30 January 2026 at 10.30 a.m. at County Hall, Lewes.

Future meeting dates are set out below:

16 February 2026 (Provisional)
13 March 2026

To all members of the Sussex Police and Crime Panel

This page is intentionally left blank

Sussex Police and Crime Panel

3 July 2025 – At a meeting of the Committee held at 10.30 am at County Hall, Lewes.

Present:

Cllr Czolak	Brighton & Hove City Council	Cllr Baynham	Horsham District Council
Cllr Bangert	Chichester District Council	Cllr Khan	Crawley Borough Council
Cllr Ballard	Eastbourne Borough Council	Cllr Hollidge	East Sussex County Council
Cllr Standley	East Sussex County Council	Cllr Keene	Lewes District Council
Cllr Bayliss	Rother District Council	Cllr Williams	Wealden District Council
Cllr Ali	West Sussex County Council	Cllr Whorlow	Worthing Borough Council
Cllr Cooke	Mid-Sussex District Council	Mr Napthine	Independent Co-opted Member
Mrs Scholefield	Independent Co-opted Member		

Substitutes:

Mrs Sarah Peacock, Independent Co-opted Member

Apologies were received from Cllr Sluman (Adur District Council), Cllr Birch (Arun District Council), Cllr Hogan (Brighton & Hove City Council), Cllr Mitchell (West Sussex County Council) and Cllr Warne (Hastings Borough Council)

Also in attendance: Mrs Katy Bourne, Sussex Police and Crime Commissioner, Mr Mark Streater, OSPCC, Mr Iain McCulloch, OSPCC, and Mr Mervin Dadd, OSPCC

Part I

45. Appointment of Independent Members

45.1 Resolved – that the Panel:

1. Renewed the appointment of Mrs Susan Scholefield as an Independent Co-opted Member of the Panel, for a one-year term.
2. Renewed the appointment of Mr Keith Napthine as an Independent Co-Opted Member of the Panel, for a one-year term.

46. Election of Chair and Vice Chair

- 46.1 Cllr Bayliss proposed Cllr Czolak as Chair of the Panel for the forthcoming year. Cllr Khan seconded the proposal.
- 46.2 Mr Keith Napthine proposed Cllr Keene as Chair of the Panel for the forthcoming year. Cllr Bangert seconded the proposal.
- 46.3 A secret ballot was then held, which was won by Cllr Czolak by a majority of votes.
- 46.4 Resolved – that Cllr Czolak was elected Chair of Sussex Police and Crime Panel for the ensuing year.
- 46.5 Cllr Williams proposed Cllr Baynham for the role of Vice-Chair of the Panel for the forthcoming year. The proposal was seconded by Cllr Czolak and there was no challenge.
- 46.6 Resolved – that Cllr Baynham was elected Vice-Chair of Sussex Police and Crime Panel for the ensuing year.

47. Annual Review of Membership and Proportionality

- 47.1 Resolved – that the Panel:
1. Agreed that Brighton and Hove City Council be invited to appoint a Conservative second representative to the Panel for a one-year period of office, to take effect immediately.
 2. Agreed that both East and West Sussex County Councils should each be invited to appoint an additional local authority member for a one-year period of office.
 3. Agreed to invite appointments of a Conservative second councillor from East Sussex County Council and a Conservative second councillor from West Sussex County Council.
 4. Agreed to the appointments of Cllrs Emma Hogan, Brighton and Hove City Council, Ian Hollidge of East Sussex County Council, and Zack Ali of West Sussex County Council to the Panel for a period of one year.

48. Declarations of Interest

- 48.1 In accordance with the Code of Conduct, members of the Panel declared the personal interests in the table below.

Panel Member	Personal Interest
---------------------	--------------------------

Cllr Ballard	Cabinet Member for Community Safety and Eastbourne Borough Council
Cllr Bayliss	Cabinet Member for Regeneration and Economic Development at Rother District Council.
Cllr Baynham	Cabinet Member for Finance and Resources at Horsham District Council.
Cllr Bangert	Cabinet Member for Communities and Wellbeing at Chichester District Council.
Cllr Cooke	Cabinet Member for Communities at Mid-Sussex District Council.
Cllr Czolak	Cabinet Advisor on Community Safety at Brighton and Hove City Council.
Mrs Scholefield	A serving magistrate.
Cllr Whorlow	Vice Chair for Adur and Worthing Community Safety Partnership. Cabinet Member for Safety, Equalities and Inclusion at Worthing Borough Council.
Cllr Williams	Cabinet Lead for Public Health and Asset Management at Wealden District Council.

49. Urgent Matters

49.1 No urgent matters were raised by the Panel.

50. Minutes of the Previous Meeting

50.1 The Panel was asked to approve the draft minutes of the previous meeting on 14 March 2025 as an accurate record.

50.2 Resolved – that the minutes of the previous meeting held on 14 March 2025 be approved as a correct record and that they be signed by the chair.

51. Panel Correspondence since the last meeting

51.1 The Chair asked the Panel to note the correspondence sent and received since matters raised at the meeting on 14 March.

51.2 Resolved – that the Panel noted the correspondence received since 14 March 2025.

52. Public and Panel Questions to the Commissioner

52.1 The Panel noted a published version of written public and Panel questions with answers from the Commissioner (copy appended to the signed minutes).

52.2 The Chair invited questions from the Panel to the Commissioner. A summary of the main questions and responses were as follows:

1. Question: What lessons have been learned by Sussex Police and East Sussex County Council from Operation Skylark and how will the PCC move forward with any similar issues?
Answer: The Commissioner explained that a review by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) had been conducted on the police response to the riots last year and that, while Sussex did not see any riots, a lot of learning had been drawn from that and had been made available on the webcast of last month's meeting with the Chief Constable and was still available to view online. The Commissioner further added that Sussex Police were in a good position and had processes in place to address such situations if they did arise in future.
2. Question: In reference to a complaint due to an incident involving several persons extorting money from the owner of a camping and caravan park in West Wittering, the Commissioner was asked if she felt satisfied with the actions of Sussex Police when called to the scene and their awareness of the Criminal Justice and Public Order Act 1994, Section 61.
Answer: The Commissioner stressed that this was ultimately an operational matter, and it would be inappropriate for her to comment if this were an ongoing complaint, and they would need to see what Sussex Police's response to the complaint would be before making any further comment.
3. Question: On the requests from certain parishes and town councils under sections 25 and 96 of the 1996 Police Act to fund additional PCSOs to tackle various issues in their areas, what evidence does the Commissioner have that this approach works, and would she want to see it encouraged?
Answer: The Commissioner stressed her longstanding support for PCSOs and her attempts to encourage the recruitment of more under the previous Chief Constable, which had not led to widespread support at the parish council level. The Commissioner then explained her work to fund and recruit community and business wardens, the latter of which had seen most success with previous years seeing cooperation with Southern Co-Op to fund

antisocial behaviour wardens. The Commissioner confirmed that ultimately, the funding and recruitment of PCSOs is the remit of the Chief Constable and there were no current plans for co-funding.

4. Question: Giving the recognised rise of phone theft on a national scale, does the Commissioner agree that Sussex Police should be recording data on phone theft as this is not currently a mandatory practice?

Answer: The Commissioner acknowledged the point but explained that crime recording rules are set by the Home Office and further, in Sussex the Niche crime recording system is not set up to record phone theft data as this would require additional extra flags to be added to the record, which would require further permissions from the company that operates Niche, which would take time to submit an application.

5. Question: In reference to the tragic case of a young girl struck by a vehicle in Newhaven this week and the Safer Roads Partnership, what were the Commissioner's views on the usage of sonic cameras and 20 mph speed limit zones to deal with loud motor vehicles in towns and rural parts of the county?

Answer: The Commissioner said that her understanding was that the technology did not currently exist at the moment and pilot schemes to trial similar technologies had not gone anywhere. She added that this was something that the Department for Science, Technology, and Innovation would be exploring, and she was sure that, as technology improved, funding for these would be made available in due course. Finally, she stressed Sussex Police's commitment to road safety through the use of speed cameras and policing the speed limit zones to decrease noise and road traffic collisions. She reminded the Panel that Sussex Police had just launched their annual summer campaign around speed limits.

6. As a supplementary question, members raised the successful pilot conducted by Kensington and Chelsea Borough on the use of sonic cameras and their continued use after a three-year trial. The Commissioner acknowledged point and reiterated that the Department for Science, Technology, and Innovation would be leading on that.

7. Question: Considering the upcoming changes to local government within the next year, how will the annual reporting currently conducted by the Office of the Police and Crime Commissioner be managed for this same time next year?

Answer: The Commissioner explained that currently, there were no concrete plans for how the annual reporting would be handled after the forthcoming changes to local government in Sussex, with the assumption being that the responsibilities of the PCC would be transferred to the office of the newly elected Mayor. The Commissioner added that as the report was retrospective, there would be one more annual report from the OSPCC before the transfer to an elected Mayor.

8. Question: In reference to the Commissioner and Chief Constable's decision to withdraw from the Safer Roads Partnership, what progress has the Commissioner made in setting up the Fatal Five unit and what work is it conducting to tackle road safety in Sussex?
Answer: The Commissioner confirmed that work was ongoing in establishing the Fatal Five Unit, that the business case had been completed, and they were now in the process of establishing the scope of the unit, with the report due by October 2025, with hopes to be running in the new year.
9. Question: With the Safer Roads Partnership speed vans still operational on Sussex roads, are Sussex Police running road safety operations jointly with the partnership or separately?
Answer: The Commissioner said she would need to look into this as it is an operational matter, and she was not currently aware of how Sussex Police is operating their road safety vehicles. The Commissioner further stressed that while Sussex Police had withdrawn from the partnership, they were still committed to the enforcement of road safety in Sussex.
10. As a supplementary comment to the previous question, members raised the work conducted by Sussex Police with community speed watch groups in Sussex and its expansion across the country, culminating in the first national community speed watch day on 11th July. The Commissioner acknowledged this and the fact that Sussex has more community speed watch groups than any other county, and the vital work these volunteers do to educate on road safety.
11. The Chair raised the possibility of the Commissioner or one of her teams being invited to an event organised by the family and friends of a deceased young woman to educate on road safety on the 11th July. The Commissioner said that she was cautiously open to the possibility but would not wish to encroach on the family's grief and use the day as a political opportunity.
12. Question: On the topic of DBS check delays, how is the situation in Sussex progressing?
Answer: The Commissioner stated that the DBS check delays was a regular topic in her meetings with the Chief Constable and she was monitoring the situation closely in the monthly performance meetings. She confirmed that the backlog was being reduced, with a triage process in place to expedite simple checks, and steady progress was being made, however, the Chief Constable had stressed the need for a centralised technology solution to be found and that Sussex Police was not alone in having difficulties.
13. The Panel raised supplementary questions around the reduction figure of 31% and what this means in reality. The Commissioner explained that there had been a focus on this in her Performance Accountability Meeting of 19th June, with more detail included then, and that her role was to ensure that Sussex Police retained a focus on working to reduce the backlog of DBS checks and she was

confident that they had implemented processes to improve their performance.

14. The Panel raised the possibility of a report on Sussex Police's improved performance on DBS checks being brought to the next meeting.
15. The Commissioner reiterated her confidence in Sussex Police's improved performance and her role in keeping their focus and added that any Sussex resident facing hardship, as a result of DBS check delays, could request an expedited response.
16. Question: On Operation Downsway, where there are accident hotspots identified, whether Sussex Police might focus their training and public awareness raising efforts there to promote road safety? Answer: The Commissioner explained that education was the remit of the Sussex Safer Roads Partnership, with enforcement being within the Police's remit, and she recommended the Panel reach out to the county authorities to ask what their intentions are around education and raising awareness in accident hotspots. The Commissioner added that she funded a caseworker from the charity Break to support Sussex families who had lost loved ones to road safety accidents.

53. The Commissioner's Annual Report and Financial Outturn Report 2024-25

- 53.1 The Panel considered a report by the Sussex Police and Crime Commissioner, introduced by Commissioner Bourne.
- 53.2 The Chair invited the Panel to ask questions. A summary of questions and responses were as follows:
- 53.3 Members raised concerns around rural crime and the relatively small number of dedicated officers for such a large geographical area and if the Commissioner had plans to expand the team.
- 53.4 The Commissioner confirmed they were restricted by funding limitations and added that Sussex Police had the largest rural crime team in the South East.
- 53.5 Members expressed their satisfaction in the rural crime team's work overall and the added focus this has brought to a previously under-resourced area of policing.
- 53.6 In reference to Section 4C of the report, members asked what items of spending did not ultimately receive the original allotted funding?
- 53.7 The Commissioner explained that they were currently in the midst of their estates transformation strategy and that had an effect on the figures. She also explained that sometimes the gaps in spending were due to issues with property sales.

- 53.8 Mr McCulloch, Chief Finance Officer OSPCC, added that they were in the midst of managing large transformation schemes and capital budgets often span more than one financial year which adds to the discrepancy. He affirmed his confidence that between the OSPCC and Sussex Police, they were monitoring this as closely as possible.
- 53.9 As a supplementary question, members asked what the process would be to apply for a rollover of the unspent funds?
- 53.10 The Chief Finance Officer explained the governance process to scrutinise finances with Sussex Police before making recommendations to the Commissioner for approval, which would be published as a key decision on the OSPCC website.
- 53.11 The Panel noted the Commissioner's approval of the £5 million funding from central government into business and retail crime as this was an ongoing issue for Sussex and her investment in the DISC app in Rother and other districts and boroughs across Sussex.
- 53.12 Members raised concerns around the discrepancy between an increased reporting rate for business-related crime and a decrease in the solve rate for reported crimes and issues with the DISC app, particularly in the Bexhill area.
- 53.13 The Commissioner reminded the Panel that the DISC app was never meant to be integral to solving business crimes, it was an information sharing app to encourage reporting and it was the joint responsibility of the Police and the local authorities to educate businesses on its use. She then explained that there were a limited number of handsets, and she had committed to working with local authorities to increase these, either through partial or complete funding.
- 53.14 In reference to the issues in Bexhill, the Commissioner explained that she had been told these issues were due to a lack of education about the app's function and this had led to less pick-up among local businesses, and there was ongoing work to train businesses in how to best use the app. The Commissioner reaffirmed her commitment to combating business crime and the improved solve rates for business crime.
- 53.15 On a supplementary question, members asked how confident Sussex Police were that they were investigating all shoplifting cases and not continuing to apply the previous government's advice on not investigating shoplifting cases where the value of goods stolen was below £200?
- 53.16 The Commissioner explained the context behind the previous government's advice and her feeling that it ultimately had not worked to deter shoplifting as consequences for offenders were mild and short-term. She added that she had received reassurances from the Chief Constable when raising this issue, that Sussex Police do

not consider a £200 limit when investigating shoplifting, and this has been reflected in public statements by the National Police Chiefs' Council.

53.17 The Commissioner explained her work with Sussex Police and the Safer Sussex Business Partnership to ensure a localised approach to business crime and to encourage local businesses to get involved.

53.18 Members raised questions around funding for the Fatal Five unit and if there had been any improvements made over the last twelve months since leaving the old Safer Roads partnership.

53.19 The Commissioner explained that the Fatal Five unit was currently in the scoping phase and the funding would come from her own budget. She added that the Fatal Five unit was one of her manifesto pledges and it would take time to set up, but work was underway and ongoing to do so.

53.20 Members raised further questions about drivers' speeding awareness courses and whether they were offered as bespoke to Sussex and the dangers of speeding on roads in rural areas.

53.21 The Commissioner explained that individual areas decided who ran driver awareness courses, either in person or online, by procurement and that Sussex Police had just done so, and that there was no bespoke offer to ensure a continuity of standard across the country.

53.22 Referring back to the funding for the Fatal Five unit, members asked if the funding would equate to more money being invested in this area than when Sussex Police withdrew from the Safer Roads Partnership?

53.23 The Commissioner explained that the funding came from the National Driver Offender Retraining Scheme (NDORS) into her budget and there were certain rules determining how and where it was spent, meaning it could not be spent elsewhere.

53.24 Members asked what steps were being taken to address the rise in young men engaging in near-fatal strangulation during sexual intercourse with female partners?

53.25 The Commissioner said she would consult with her victims' commissioning team and come back to the Panel with an answer.

53.26 Members raised concerns around the lack of mentions about hate crime in the Commissioner's report.

53.27 The Commissioner explained that the report is a look back on certain areas rather than a general review, and that hate crime is covered under victims' commissioning, and that they work with several organisations that deliver services to support victims and raise awareness.

- 53.28 The Panel was also reminded that the Chief Constable employs a Chief Officer who is responsible for looking into issues around diversity, race, hate etc, and personally leads on the force's internal and external policies around dealing with these issues.
- 53.29 Members raised the possibility of receiving more information on the steps taken to combat hate crime in general, but also more specifically on hate crime targeted against women and girls, and the LGBTQIA+ community.
- 53.30 The Commissioner added that she would be happy to facilitate a meeting between the Panel and the victims commissioning team to discuss this further.
- 53.31 Members asked if there were certain milestones to be met, either in funding or changes to property, in the Commissioner's goal of moving towards net zero by 2050.
- 53.32 The Commissioner confirmed there were ongoing work programmes around these goals, including looking at financial and environmental issues that might affect this. She confirmed that there were ongoing challenges that made the estate difficult, in affordability terms, to meet the long-term goals of net zero carbon.
- 53.33 Members asked if the Commissioner was engaged with any specific entities to help with these objectives and are there any ambitions to bring the transformation completion forward to the 2040s, and if there were any intentions to move any funds from the projected savings towards other objectives, such as hiring more officers.
- 53.34 The Commissioner explained that if any of the savings were in capital, they would be reinvested in capital. She added that Sussex Police belong to several national policing groups to facilitate the move towards net zero carbon.
- 53.35 The Panel asked what steps the Commissioner was taking to mitigate the £5 million pressure on the police budget and how these were progressing.
- 53.36 The Commissioner explained that they had been set a target of £5 million in savings through efficiencies-finding, which they were on track to do this year, however the recent spending review meant that they were looking at a 1.7% increase in real terms, which would continue to put pressure on Sussex Police, along with the rises in National Insurance and pay increases, with the government's funding reliant on the Commissioner raising council tax to the maximum. The Commissioner reaffirmed her commitment to finding savings where possible and her confidence that this year's target had been met.

- 53.37 Members asked what impact the Rural Crime Team was making in terms of tackling rural crime and improving the solve rate.
- 53.38 The Commissioner said they were committed to further improving the solve rate for rural crime but that they were limited by funding, and they would continue to work cross-border with other forces to combat rural crime. She added that they would look to include a case study in next year's report to illustrate the team's work.
- 53.39 The Panel asked if there were any updates the Commissioner could offer on the plans for Centenary House in Worthing under Sussex Police?
- 53.40 The Commissioner said she unfortunately could not offer any updates as discussions about the building were ongoing and sensitive.
- 53.41 The Panel acknowledged the Commissioner's disappointment in the cut to funding for immediate justice programmes and asked if there was any local evidence about its effective use in Sussex?
- 53.42 The Commissioner said they had the data but not to hand but assured the Panel that it was good news, and she was committed to funding it for another year.
- 53.43 The Chair then called for a ten-minute comfort break in proceedings.

54. The role of the Sussex Police and Crime Commissioner in ensuring the effectiveness of vetting processes within Sussex Police

- 54.1 The Panel considered a report by the Sussex Police and Crime Commissioner.
- 54.2 The report was introduced by Mr Mark Streater, Office of the Sussex Police and Crime Commissioner.
- 54.3 A summary of the Panel's questions and answers is as follows:
- 54.4 Considering the report by HMICFRS that considered Sussex Police's vetting processes and identified three areas for improvement, the Panel asked how this disconnect occurred and how will it be rectified going forward?
- 54.5 The Commissioner assured the Panel that she would be addressing the inspection report by next month's Performance Accountability meeting with the Chief Constable. She further added that she did not view the inspection findings as a failure for Sussex Police and that there was always learning to be identified, and that she still retained confidence in Sussex Police's processes.

54.6 Members raised concerns around the number of areas requiring improvement identified by the report and that while requiring improvement is not a failure, it is also not a successful result.

54.7 The Commissioner cautioned that the data used by HMICFRS in the report would have been at least eight months old and the report may not include improvements made since the inspection.

54.8 The Commissioner explained that, at her next meeting with the Chief Constable on 17th July, she would be going through the recommendations listed in the report and asking exactly what was being planned by the Chief Constable and her team to rectify these issues.

54.9 The Panel raised the possibility of revisiting this issue once the Commissioner has had a chance to fully analyse the inspection findings and discuss them with the Chief Constable.

54.10 The Commissioner assured the Panel that she would be holding Sussex Police to account on the findings of the inspection and their plans to improve. The Commissioner added that she would welcome any submissions from the Panel on questions she could raise with the Chief Constable before the Performance Accountability meeting on the 17th July.

55. Annual Report from the Host Authority

55.1 Resolved – that the Panel agreed to note the report.

56. Quarterly Report of Complaints

56.1 The Panel noted the report and that there have been no complaints received as of 30 June 2025.

57. Date of Next Meeting and Future Meeting Dates

57.1 The Chair noted the next meeting of the Panel will take place on Friday 3 October 2025, at 10:30am at County Hall, Lewes.

Future meeting dates have been proposed as:

- 30 January 2026
- 16 February (Provisional)
- 13 March 2026

The meeting ended at 12.42 pm

Chairman

This page is intentionally left blank

Public and Panel Questions to the Commissioner**3 October 2025****Report by the Clerk to the Police and Crime Panel**

Below is a schedule of the questions received prior to this meeting and where possible responses have been included. Responses will be tabled at the meeting that were not available at the time of despatch. Written questions must be received two weeks before a meeting of the Panel and the Commissioner or Panel Chairman is invited to provide a response by noon of the day before the meeting.

Questions relating to operational matters of Sussex Police are passed to a relevant officer at Sussex Police for a response, with a brief summary of such questions provided below. For the current meeting, one question has been received from one correspondent for response from the Commissioner.

1. Written question from a resident of Uckfield, East Sussex, name withheld by request.**Question:**

'To whom are Sussex Police accountable for their actions when they will no longer allow Sussex residents to check what the outcome is for the Crackdown Reports we have raised.?'

Answer: TBC

This page is intentionally left blank



SUSSEX POLICE & CRIME PANEL

The Role of the Sussex Police & Crime Commissioner in Tackling Hate Crime.

3 October 2025

Report by The Clerk to Sussex Police and Crime Panel

Focus for Scrutiny

The Panel may wish to consider the effectiveness of the Commissioner's work in holding the Force to account for tackling hate crime, in particular:

- Whether the funding and resources made available to the Chief Constable have been adequate and have improved capacity and capability (para 6.2) – and how this is evidenced.
- Whether some groups are currently experiencing hate crime more than others, and whether the approach to tackling hate crime can be fine-tuned to address this.
- Whether there is scope to undertake more partnership work (para 3.6) and whether other partners could be usefully engaged.

1. Background

- 1.1 The item was requested by a Panel member, and the Panel agreed to add it to its work programme.

Lauren McCann

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards

Email: ninesh.edwards@westsussex.gov.uk

Appendices:

Appendix A - The role of the Sussex Police & Crime Commissioner in holding Sussex Police to account for improving the response provided to hate crime.

This page is intentionally left blank



To:	The Sussex Police & Crime Panel.
From:	The Sussex Police & Crime Commissioner.
Subject:	The role of the Sussex Police & Crime Commissioner in holding Sussex Police to account for improving the response provided to hate crime.
Date:	3 October 2025.
Recommendation:	That the Sussex Police & Crime Panel note the report.

1.0 Introduction

- 1.1 This report sets out the role of the Sussex Police & Crime Commissioner (PCC) in holding Sussex Police to account for improving the response provided to hate crime, including a summary of the activity that has been undertaken in this area.
- 1.2 The report also provides an outline of the Sussex Police response to hate crime and the measures that have been taken by the PCC to hold the Chief Constable to account for ensuring that the policing response to hate crime remains efficient, effective and responsive to the needs of the public.

2.0 Types of hate crime

- 2.1 In most crimes, it is something the victim has in their possession and/or control that motivates the offender to commit the crime. With hate crime, it is 'who' the victim is and/or 'what' the victim appears to be that motivates the offender to commit the crime.
- 2.2 A hate crime is defined by the Crime and Disorder Act 1998 as "*any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.*"
- 2.3 The above definition is broad and inclusive and does not restrict itself only to specific 'identifiable groups of people'. It is also recognised that additional groups, outside of the five primary strands of protected characteristics, can and have been the targeted subject of hate crime. This includes those who live alternative lifestyles, such as sex workers, and those who belong to alternative sub-cultures, such as Goths, Emos and Punks. Sussex Police will continue to record any crimes and incidents motivated by hostility and/or prejudice against any of these groups as hate crimes and non-crime hate incidents.
- 2.4 There is also no requirement for evidence of the hate element of the offence to be proven for a hate crime to be recorded, and you do not need to personally perceive that the incident is hate-related. It would be enough if another person, witness or a police officer thought that the crime was hate-related [N.B. This relates to the recording of hate crimes only because a requirement to prove the hate element of the offence exists for the prosecution of these offences].

Agenda Item 5

Appendix A

2.5 There are four main types of hate crime, including physical assault, verbal abuse, incitement to hatred and criminal damage, as follows:

- ✓ Physical assault of any kind is an offence. Depending on the level of the violence used, a perpetrator may be charged with common assault, actual bodily harm or grievous bodily harm.
- ✓ Verbal abuse, threats or name-calling can be a common and extremely unpleasant experience for minority groups. Victims of verbal abuse are often unclear whether an offence has been committed and/or believe there is little they can do. However, there are laws in place to protect victims from verbal abuse. Even if an individual does not know who has verbally abused them, the information could still help Sussex Police improve the policing of the area(s) or location(s) where the abuse took place.
- ✓ Incitement to hatred occurs when someone acts in a way that is threatening and intended to stir up hatred. That could be in words, pictures, videos and/or music, together with information posted online. Hate content may include messages calling for violence against a specific person or group, web pages that show pictures, videos or descriptions of violence against anyone due to their perceived differences, and chat forums where people ask other people to commit hate crimes against a specific person or group.
- ✓ Criminal damage is caused when a person who, without lawful excuse, destroys or damages any property belonging to another, intending to destroy or damage any such property, or being reckless as to whether any such property would be destroyed or damaged.

2.6 A non-crime hate incident (NCHI) is any incident which the victim, or anyone else, thinks is based on another individual's prejudice towards them because of their race, religion, sexual orientation, disability or gender.

2.7 Sussex Police use a 'hate crime' marker to record any hate crimes or NCHIs received. The same marker also indicates the type of hate crime or incident that has been committed [i.e. whether the offence is based on race; religion; sexual orientation; disability or gender].

2.8 Recorded hate crimes

District	2022/23	2023/24	2024/25	No. Difference 2023/24 .v. 2024/25	% Difference 2023/24 .v. 2024/25
Adur & Worthing	319	362	421	+ 59	+ 16%
Arun	291	228	295	+ 67	+ 29%
Brighton & Hove	1,221	1,248	1,425	+ 177	+ 14%
Chichester	215	190	209	+ 19	+ 10%
Crawley	372	413	404	- 9	- 2%
Eastbourne	323	304	312	+ 8	+ 3%
Gatwick	46	51	47	- 4	- 8%
Hastings	278	267	259	- 8	- 3%
Horsham	163	164	177	+ 13	+ 8%
Lewes	204	169	160	- 9	- 5%
Mid Sussex	223	245	243	- 2	- 1%
Rother	186	145	187	+ 42	+ 29%
Wealden	141	138	129	- 9	- 7%
Unknown	49	57	61	+ 4	+ 7%
Out of Force	24	20	34	+ 14	+ 70%
Total	4,055	4,001	4,363	+ 362	+ 9%

- 2.9 There was a 9% increase in the number of hate crimes recorded in Sussex during 2024/25, in comparison to the previous financial year. This equated to an additional 362 hate crimes recorded, with increases apparent across seven of the 12 policing districts [58%], excluding Gatwick.
- 2.10 Brighton & Hove district demonstrated the greatest increase in the number of hate crimes recorded during the financial year with an additional 177 offences recorded [+14%] in comparison to 2023/24. The largest percentage increases were attributed to Arun, Rother and Adur & Worthing districts which increased by +29%, +29% and +16%, respectively, [and an additional 67, 42 and 59 offences] across 2024/25.
- 2.11 Crawley, Lewes and Wealden districts each recorded nine fewer hate crimes across the same 12-month period, with further reductions also apparent for Hastings [eight fewer offences] and Mid Sussex [two fewer offences] across the same financial year.
- 2.12 Recorded non-crime hate incidents

District	2022/23	2023/24	2024/25	No. Difference 2023/24 .v. 2024/25	% Difference 2023/24 .v. 2024/25
Adur & Worthing	234	222	194	- 28	- 13%
Arun	214	181	194	+ 13	+ 7%
Brighton & Hove	836	827	733	- 94	- 11%
Chichester	180	143	150	+ 7	+ 5%
Crawley	261	243	259	+ 16	+ 7%
Eastbourne	221	197	200	+ 3	+ 2%
Gatwick	39	34	26	- 8	- 24%
Hastings	191	169	156	- 13	- 8%
Horsham	116	106	100	- 6	- 6%
Lewes	136	126	90	- 36	- 29%
Mid Sussex	182	177	166	- 11	- 6%
Rother	130	105	107	+ 2	+ 2%
Wealden	106	105	80	- 25	- 24%
Unknown	0	0	0	+/- 0	+/- 0%
Out of Force	38	36	45	+ 9	+ 25%
Total	2,884	2,671	2,500	- 171	- 6%

- 2.13 Conversely, there was 6% reduction in the number of NCHIs recorded in Sussex during 2024/25, in comparison to the previous financial year. This equated to 171 fewer hate incidents recorded, with increases apparent on five of the 12 policing districts [42%], excluding Gatwick.
- 2.14 This reduction in NCHIs is attributed to the Court of Appeal ruling made in Miller -v- College of Policing in 2022 and the introduction of the 'Non-Crime Hate Incidents: Code of Practice on the Recording and Retention of Personal Data' in 2023 which provided specific guidance about when a hate incident should be recorded. Further information can be viewed through the following links:

<https://www.judiciary.uk/wp-content/uploads/2022/07/Miller-v-College-of-Policing-judgment-201221.pdf>

<https://www.gov.uk/government/publications/non-crime-hate-incidents-code-of-practice/non-crime-hate-incidents-code-of-practice-on-the-recording-and-retention-of-personal-data-accessible>

Agenda Item 5

Appendix A

- 2.15 Crawley district demonstrated the greatest increase in the number of NCHIs recorded during the financial year with an additional 16 offences recorded, in comparison to 2023/24. The largest percentage increases were attributed to Arun, Crawley and Chichester districts which increased by +7%, +7% and +5%, respectively, [and an additional 13, 16 and 7 offences] across 2024/25.
- 2.16 Brighton & Hove district recorded an 11% reduction in hate incidents which was equivalent to 94 fewer NCHIs recorded. Reductions were also apparent for Lewes [-29% and 36 fewer incidents], Adur & Worthing [-13% and 28 fewer incidents] and Wealden [- 24% and 25 fewer incidents] districts across the financial year.
- 2.17 It is recognised that hate crime continues to remain under-reported nationally, and the figures reported in 2.8 and 2.12 of this report may not be reflective of the actual levels of offending in Sussex. However, reporting in Sussex is likely to be much higher than in comparable police force areas because of the extensive work undertaken by Sussex Police and the Office of the Sussex Police & Crime Commissioner (OSPCC) to encourage victims of hate crime and NCHIs to report, alongside the improvements made to reporting platforms and processes.
- 2.18 The ability of the police service to target those who commit offences of hate would be enhanced further if more crimes and incidents were reported. This increased reporting would enable Sussex Police to develop better intelligence regarding repeat offenders, times and locations which can be used to plan, target and deploy police resources.
- 2.19 Sussex Police is continuing to develop new ways for victims to report hate crimes and incidents. The Force is also exploring ways to improve police officer and staff understanding about the scale and impact of hate crimes in Sussex.

3.0 Sussex Police response to hate crime

- 3.1 Sussex Police have created and introduced several crime prevention initiatives in response to hate crime, including the proactive use of Community Engagement Advisors, introduction of a 'hotspot' policing approach and the greater development of out-of-court disposal options.
- 3.2 The Force has introduced Community Engagement Advisors on each of the policing districts throughout Sussex who are focused on tackling hate crimes relating to race, religion and disability, alongside those issues affecting the lesbian, gay, bisexual, transgender and queer [LGBTQ] and gypsy, Roma and traveller communities. These postholders support the community engagement plans developed on each district and engage directly with these communities, representatives and support organisations to encourage the greater reporting of hate crimes and NCHIs, alongside supporting and empowering victims and witnesses to cope and recover from the impact of these offences.
- 3.3 Sussex Police use a 'hotspot' policing approach to identify locations where hate crimes have been committed previously which enables Neighbourhood Policing Teams to proactively identify repeat victims [and offenders] of hate crime and to undertake preventative problem-solving activity to reduce incidents of victimisation and to prevent further offences from taking place, with ongoing support from partner agencies.

- 3.4 The Force has also developed the range of out-of-court-disposal options available in Sussex for hate crimes through its 'Restore DiverCity' programme to better inform individuals about the impact of their offending behaviour, challenge negative attitudes and behaviours and divert individuals away from the criminal justice system by considering alternative approaches to prosecution. This has included referrals to a range of services that tackle hate crime, substance misuse and anger management. Many perpetrators have also been offered the opportunity to attend victim awareness programmes supported by the community safety partnerships (CSPs) in each police district.
- 3.5 Sussex Police have seven Anti-Social Behaviour (ASB) and Hate Crime Coordinators across the Force, with two postholders on Brighton & Hove Division, two postholders on East Sussex Division and three postholders on West Sussex Division. Each of these postholders coordinate activity and ensure that appropriate police recording and actions are taken in relation to ASB and hate crime by researching internal systems to identify repeat victims, locations and suspects, and those cases that require a multi-agency problem-solving approach and safeguarding to reduce harm to victims.
- 3.6 The Force is also continuing to work closely and collaboratively with partner organisations, statutory authorities and voluntary and community sectors to understand community tensions better, address the underlying issues around these [which can result in hate crime offences being committed] and provide a more effective policing response.
- 3.7 Further information about the Sussex Police response to tackling hate crime can be viewed through the following link:
<https://www.sussex.police.uk/ro/report/hate-crime/information/v1/hate-crime/>

4.0 Successful outcomes for hate crimes

- 4.1 As a result of the collective activity delivered by the PCC, OSPCC, Sussex Police and partner organisations, alongside the enhancements made to operational processes and procedures set out above, Sussex Police has made significant improvements to the quality of its hate crime investigations.
- 4.2 This is now contributing towards positive increases in the levels of recorded crime, additional referrals being made by the police to the Crown Prosecution Service for charging decisions, and greater volumes of cases being charged and/or receiving successful outcome disposals.
- 4.3 The term successful outcome is used by the police service when a suspect is charged with an offence(s), is issued with a caution and/or is given a community resolution or diversionary, educational or intervention activity.
- 4.4 Sussex Police achieved a successful outcome for 689 of the hate crimes recorded during 2024/25 – this equated to 15% of all offences recorded. This represented an additional 273 offences receiving a successful outcome [+66%] in comparison to the 416 hate crimes successfully disposed of across 2023/24 [11%].
- 4.5 The increases in the number of hate crime offences solved, cautioned and/or given a community resolution in 2024/25 were apparent across nine of the individual policing districts throughout Sussex during the financial year [75%], in comparison to 2023/24.

Agenda Item 5

Appendix A

- 4.6 Brighton & Hove district recorded the greatest increase in the number of hate crimes achieving a successful outcome during the financial year [272] with an additional 122 offences successfully disposed of [+81%], in comparison to the 150 offences solved, cautioned or given a community resolution across 2023/24 [+13%].
- 4.7 The largest percentage increases were attributed to Mid Sussex, Hastings and Crawley districts which increased by +118%, +112% and +103%, respectively, across 2024/25 [and by an additional 13, 28 and 31 successful outcomes].
- 4.8 Eastbourne was the only district to record a reduction in the number of successful outcomes for hate crime across the year [-2%], with the performance on Chichester district remaining consistent with the 15 offences successfully disposed of during 2023/24. A full breakdown of the successful outcomes recorded for hate crime by district can be viewed in Appendix A.
- 4.9 The PCC will continue to seek further improvements in the successful outcomes demonstrated by Sussex Police for hate crimes across 2025/26 to build on the extensive work and forward momentum generated by the Force and through the crime prevention initiatives that have already been established and delivered in this area throughout Sussex.

5.0 Supporting victims of hate crime

- 5.1 The PCC has a statutory responsibility to commission services for victims of crime in Sussex. This includes determining how best to commission and fund support organisations which help victims to cope and recover from the crimes they have been subjected to and ensure that individuals in Sussex have access to the most appropriate support services available.
- 5.2 In 2024/25, almost 50,000 victims were referred to these commissioned support services in Sussex, with over 18,000 individuals [>40%] representing new cases [not known to the service already] and requiring one-to-one support.
- 5.3 As one of the commissioned support services, Victim Support holds the contract for providing multi-crime support in Sussex. During 2024/25, Victim Support received almost 20,000 referrals and contacted over 10,000 of these victims of crime to offer them support following referrals [50%].
- 5.4 As part of this multi-crime contract, Victim Support have a specialist team to specifically support victims of hate crime through the provision of immediate emotional support, advice and coordination with partner agencies. During 2024/25, Victim Support supported 567 victims of hate crime in Sussex who were targeted because of their race, religion, sexual orientation, disability or gender.
- 5.5 The ASB and Hate Crime Coordinators within Sussex Police [referred to in 3.5] provide Victim Support with accurate and up-to-date information to ensure that the service can provide the best possible advice, guidance and support to victims of hate crime and NCHIs.
- 5.6 Victim Support are also involved in several projects aimed at raising awareness of the hate crime support services and provisions available to victims of crime, alongside using innovative ways to extend the offers of support made to previously under-represented groups.

- 5.7 The PCC continues to publish and promote the victim support services available to victims of hate crime to ensure that they are aware of, and can access, these provisions as required. Further information about these support services can be viewed through the following link: <https://www.safespacesussex.org.uk/>

6.0 Role of the Sussex PCC

- 6.1 The Sussex PCC recognises that tackling hate crime effectively remains fundamentally important to encourage and enable victims and witnesses to report hate crimes and NCHIs to Sussex Police and ensure that offenders are brought to justice for their actions.
- 6.2 Mrs Bourne has sought to make additional funding and resources available to the Chief Constable to increase the capacity and capability of Sussex Police to tackle hate crimes and NCHIs and improve the efficiency and effectiveness of the response provided by the Force.
- 6.3 Now that this investment has been realised, the PCC will hold the Chief Constable to account for its delivery. This will include an expectation that Sussex Police continue to demonstrate an enhanced policing response to all communities experiencing hate crime and incidents through the provision of consistent levels of support, access to information and proactive approaches to engagement.
- 6.4 It is a statutory responsibility for the PCC to hold the Chief Constable to account for delivering efficient and effective policing in Sussex that is responsive to the needs of the public. The PCC has continued to use her monthly webcast Performance & Accountability Meetings (PAMs) to scrutinise and challenge the Chief Constable about the Sussex Police response to hate crime on behalf of members of the public.
- 6.5 Hate crime will be raised with the Chief Constable as a theme at the next PAM on 16 October 2025. This area was also discussed at the PAMs on 21 July 2023 [Non-Crime Hate Incidents: Code of Practice on the Recording and Retention of Personal Data], 23 October 2020 [Hate Crime] and 24 January 2020 [Hate Crime] in recent years. Each of these sessions is archived and, together with the summary notes, can be viewed on the PCC's website through the following link: <https://www.sussex-pcc.gov.uk/about/how-we-work/watch-live/>

Mark Streater

Chief Executive & Monitoring Officer

Office of the Sussex Police & Crime Commissioner

Appendix A – Successful Outcomes for Hate Crimes by Policing District

District	2022/23		2023/24		2024/25		No. Difference 2023/24 .v. 2024/25	% Difference 2023/24 .v. 2024/25
	No. Disposed	Successful Outcome Rate	No. Disposed	Successful Outcome Rate	No. Disposed	Successful Outcome Rate		
Adur & Worthing	34	11%	46	14%	65	15%	+ 19	+ 41%
Arun	22	8%	19	10%	37	13%	+ 18	+ 95%
Brighton & Hove	164	14%	150	13%	272	18%	+ 122	+ 81%
Chichester	13	6%	15	8%	15	7%	+/- 0	+/- 0%
Crawley	42	11%	30	8%	61	14%	+ 31	+ 103%
Eastbourne	36	11%	43	15%	42	12%	- 1	- 2%
Gatwick	14	26%	11	24%	11	25%	+/- 0	+/- 0%
Hastings	32	12%	25	11%	53	17%	+ 28	+ 112%
Horsham	11	6%	16	11%	22	11%	+ 6	+ 38%
Lewes	11	6%	12	9%	19	10%	+ 7	+ 58%
Mid Sussex	22	10%	11	5%	24	9%	+ 13	+ 118%
Rother	11	7%	15	10%	22	11%	+ 7	+ 47%
Wealden	8	6%	13	10%	24	16%	+ 11	+ 85%
Unknown	3	7%	6	13%	17	27%	+ 11	+ 183%
Out of Force	2	8%	4	19%	5	16%	+ 1	+ 25%
Total	425	11%	416	11%	689	15%	+ 273	+ 66%



SUSSEX POLICE & CRIME PANEL

Estates Strategy 2025/36: Progress Report.

3 October 2025

Report by The Clerk to Sussex Police and Crime Panel

Focus for Scrutiny

The Panel may wish to consider

- Whether the Strategy is achievable, given the significance of the challenges faced.
- Whether there is a good fit with the Police and Crime Plan, and its three public priorities of (1) Prevent crime and support victims and witnesses, (2) Investigate crime and bring offenders to justice. (3) Improve trust in policing and build public confidence.

1. Background

- 1.1 The item was requested by a Panel member, and the Panel agreed to add it to its work programme

Lauren McCann

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards

Email: ninesh.edwards@westsussex.gov.uk

Appendices:

Appendix A - The progress made by the Sussex PCC against the Sussex Police Estate Transformation Strategy 2025/2036.

This page is intentionally left blank

To:	The Sussex Police & Crime Panel.
From:	The Sussex Police & Crime Commissioner.
Subject:	The progress made by the Sussex PCC against the Sussex Police Estate Transformation Strategy 2025/2036.
Date:	3 October 2025.
Recommendation:	That the Sussex Police & Crime Panel note the report.

1.0 Introduction

- 1.1 This report provides an overview of the Sussex Police Estate Transformation Strategy 2025/2036 which was published by the Sussex Police & Crime Commissioner (PCC) in June 2025.
- 1.2 The strategy outlines the joint plans in place between the PCC and the Chief Constable to ensure that Sussex Police has a fit-for-purpose estate that is accessible, well-maintained and meets the operational policing needs of the Force. The strategy can be viewed in Appendix A.

2.0 The Sussex Police Estate and current challenges

- 2.1 The PCC has overall responsibility for the Sussex Police estate and has continued to ensure that the property used for policing is in the right place, is fit-for-purpose and is financially viable. The Chief Constable is responsible for the direction and control of Sussex Police and has day-to-day management of all buildings and assets used by the Force.
- 2.2 The police force area in Sussex serves approximately 1.7 million people and covers over 1,462 square miles, making it the 8th largest force area by population and 10th largest by size in England. The policing needs of the area are complex and diverse and includes the densely populated city of Brighton & Hove, large urban towns and rural communities [including areas of outstanding natural beauty], alongside the policing support that is provided to Gatwick Airport [the second-busiest airport in London] and the ongoing management of more than 137 miles of coastline.
- 2.3 The Sussex Police estate is large and dispersed, comprising 88 main sites [64% freehold and 36% leasehold] and totalling around 98,500 square meters. It also includes four Public Finance Initiative (PFI) contracted police custody suites and two non-PFI custody suites. Some locations serve Sussex Police individually, some sites are shared jointly with Surrey Police and some locations function as innovative shared hubs with other blue light and/or public service partners. The Sussex Police land and sites were valued at £164.3million on 31 March 2025.
- 2.4 Despite more than £60million having been invested in the built estate over the last 10 years, the current police estate faces significant challenges that make it increasingly unaffordable and financially unsustainable, as set out at the top of the following page.

- **Age and condition:** Around 56% of the Sussex Police estate was originally constructed before 1975, with a further 27% of the estate built between 1976 and 2000. As such, a large proportion of these buildings were designed for a different policing model that is no longer used and have now become outdated
- **Financial unsustainability:** The size, age, condition and environmental efficiency of the estate [set against trying to achieve net-zero carbon emissions by 2050] and the increasing major capital liabilities have led to the police estate becoming financially unaffordable and unsustainable, with an overly restrictive operating cost
- **Oversized estate:** Analysis shows that Sussex Police have too much space [approximately 16-18 square meters per person] which is recognised to represent a 25% surplus
- **Capital liabilities:** The current police estate is set to face more than £250million in capital liabilities over the next 10 years, which is deemed unviable within the current financial landscape
- **Sub-optimal locations:** Many buildings are now located in the wrong places due to changes in operational policing models, crime patterns, and more modern policing practices which impact response capabilities, alongside the continued growth of towns and road networks
- **Operational suitability:** Some locations fall short of being fully fit-for-purpose in terms of operational policing and equality standards. Many older buildings are inflexible and have a high cost associated with converting them into modern, open-plan workspaces, with some locations also appearing tired and outdated which is having a negative impact on staff morale
- **Low public use:** Data indicates that some sites within the police estate with public access have low use by the communities they serve
- **Leased Estate:** Some parts of the police estate are also leased [36%] with high and/or increasing costs and exit liabilities

2.5 These challenges clearly indicate that the current Sussex Police estate is unaffordable, necessitating a 'step change' to reset this to be more affordable in terms of both annual operating costs and future capital liabilities.

3.0 The Sussex Police Estate Transformation Strategy 2025/2036

3.1 The Sussex Police Estate Transformation Strategy 2025/2036 was published by the Sussex PCC in June 2025.

3.2 The overarching vision of the Transformation Strategy is to have *"the right estate, in the right locations, enabling our people to serve our communities."* The strategy aims to enhance the capacity, capability and efficiency of Sussex Police, providing improved value for money and an optimum estate for delivering an outstanding service.

3.3 This transformation is anticipated to provide police officers and staff with the right tools and spaces to efficiently and effectively meet demand and deliver the best possible policing service to the communities of Sussex it serves.

3.4 A process of analysis against key criteria will inform critical decisions about buildings and land moving forward. The likely outcomes include:

- **Identifying and retaining a core police estate:** Defining a scope and programme for reinvestment in the police estate that will be retained, addressing the existing challenges [subject to affordability]
- **Continued use of shared bases and public hubs:** Exploring opportunities for shared bases and publicly accessible hubs with other blue light and/or public service partners, where appropriate
- **Exploring innovative policing solutions:** Trialing new, modern and innovative solutions for neighbourhood policing which place police officers closer to communities and crime 'hotspots' through a flexible, visual presence, without high-cost fixed buildings
- **Disposing of surplus assets:** Disposing of surplus buildings, land and assets to generate income for reinvestment is recognised to be essential for a sustainable future, whilst being potentially unpopular due to emotional and historic community links
- **Exploring new property acquisition and construction:** Comparing the viability of existing retained sites with acquiring and/or constructing new properties in the right locations, where appropriate

3.5 The strategy aims to rationalise the Sussex Police estate, moving towards a 'hub and spoke' model to match needs and size. This transformation builds on good foundations established from previous capital investment made over the last 10 years, including the significant reinvestment that has taken place at Sussex Police Headquarters [Lewes], Brighton, Hastings, Eastbourne, Crawley and Worthing in recent years which has focused on providing 'future working' for agile and collaborative policing operations.

4.0 Management and delivery of the Transformation Strategy

4.1 The Transformation Strategy is managed and governed through the PCC's Estates Board. Progress will also be monitored at an operational level by Sussex Police chief officers, with any plans and proposals subjected to rigorous consideration and review to ensure ongoing alignment with operational policing needs and assured through approval gateways by the Deputy Chief Constable [acting as the Senior Responsible Officer].

4.2 The governance of the Transformation Strategy will follow the Royal Institute of British Architects (RIBA) stages and approval gateways, including the use of outlines, developed outlines and full business cases.

4.3 It is recognised that a 'step change' investment in good asset management is required by Sussex Police before 2028 to manage, monitor, report and ensure an efficient operation of the transformed police estate. This investment will include, but is not limited to:

- A Computer Aided Facilities Management (CAFM) System [BIMM Level 2 Compliant] for managing all property operations [both capital and revenue], planned preventative maintenance, statutory compliance and capital life-cycle data, driven from an asset-tagged estate
- A service desk system that is interlinked with the CAFM system

- A single Building Management System (BMS) with sub-control sets to manage, monitor and control efficient building operations for heating, ventilation and air conditioning, along with utilities consumption
- A space management and utilisation system which allows for agile space booking and use, linked into CAFM assets
- Maintaining a design standard and technical specification to ensure consistency and interconnectivity
- Sufficient people and financial resources in place to manage the large and complex police estate
- Adequate financial resources for annual rolling programmes of cyclical redecorations, fixed and loose furniture renewal and planned capital and reinvestment programmes

4.4 The transformation of the Sussex Police estate will focus on:

- **Master planning:** Identifying the best long-term locations for the current operational policing units and functions, moving away from historical placements
- **Fit-for-purpose spaces:** Ensuring that any major works or changes to the estate result in the creation of modern, flexible environments which support wellbeing, enhance workforce morale and aid staff retention
- **Safety and security:** Addressing backlog capital liabilities, mandatory standards and risk by ensuring that buildings are efficient, safe and secure and watertight, whilst meeting equality standards
- **Environmental sustainability:** Ensuring that environmental sustainability solutions are designed into all major works to reduce energy consumption and running costs and support the plans in place to achieve net-zero carbon emissions by 2050

5.0 Funding and value for money

5.1 The transformation of the estate will be high cost in a challenging financial landscape. Generating income for reinvestment is critical, because little Government grant funding is currently available.

- **Capital Receipts:** 100% of capital receipts from land and building disposals of surplus assets from 2024/25 onwards will be reinvested into the retained estate [with these returns optimised prior to sale]
- **Borrowing:** Public funding loans and borrowing at preferential rates will supplement these capital receipts, based on return on investment modelling

5.2 As the Sussex Police estate transforms, annual operating costs and high capital liabilities are anticipated to reduce. This will be achieved through:

- **Efficient buildings:** Existing retained buildings will become more efficient, and any new buildings constructed will be highly efficient [achieving a technical rating of 'Excellent' against the Building Research Establishment Environmental Assessment Method (BREEAM) standards]
- **Addressing capital maintenance backlog:** Replacing fossil fuels with modern and efficient technologies and enhancing thermal performance

- **Greater collaboration:** Exploring shared facilities and operating costs with other blue light and/or public service partners
- **Innovative mobile solutions:** Considering innovative mobile solutions in place of physical fixed buildings at a reduced cost
- **Asset disposal:** Reducing the size of the police estate and releasing money 'locked' into surplus built assets for reinvestment will reduce overall costs and liabilities
- **Reduced lease costs:** Having less estate that is leased on a short-term basis will reduce overall lease costs and limit lease exit liabilities
- **Effective management systems:** Proactive systems and resources will be in place to effectively manage and monitor the police estate, thereby reducing costs
- **Avoided capital liabilities:** Non-cashable efficiencies will be realised by capital liabilities being avoided due to assets disposals
- **Reduced utility costs:** Reduced utility costs will result from having a smaller police estate and more efficiently retained buildings

6.0 Measuring the impact and performance

- 6.1 The impact and performance of the Transformation Strategy will be measured over the term of the document through a range of metrics and key performance indicators, including:

Financial and Environmental Sustainability

- Achieving £1.25 million in revenue savings
- Achieving a 20% reduction in capital liabilities
- Reducing and/or offsetting carbon emissions
- Improved efficiencies [where change is delivered]
- Staff desk space to be no more than 4.6 square meters and overall space for offices will be 10 square meters [or 8 square meters overall for staff]
- No less than 66% desk use during normal working hours

Visibility and Engagement

- Engagement with those impacted by the change, measuring their satisfaction and evidencing the improvements made

Effectiveness

- Ensuring the Sussex Police estate meets the operational policing needs of the Force, delivering the policing and crime objectives contained within the Sussex Police & Crime Plan and the Sussex Police priorities to protect communities, catch criminals and deliver an outstanding service

7.0 Assumptions and review of the strategy

- 7.1 The Transformation Strategy is a long-term strategy in operational policing terms and predicting future trends in policing and crime is recognised to be challenging over extended periods. Therefore, the strategy will be reviewed twice during its lifespan to ensure that it continues to remain operationally aligned to the direction of Sussex Police.

7.2 Several key assumptions have been made at this time [and remain subject to change] which will have an impact on the delivery of the strategy, including:

- The impact of the impending local government reforms is currently unknown
- Community growth and forward housing strategies are subject to change, market conditions and planning policies
- Limited public funding currently exists for managing the process to achieve net-zero carbon emissions by 2050 within the public estate, potentially limiting the ability of the Force to align its police estate
- The type, patterns and location of crimes is anticipated to change over time, especially with the need for technological advancements and digitisation, which may necessitate further changes to the size and/or location of the police estate
- Digital advancements in policing delivery and public contact are also expected to make services even more agile, flexible and mobile
- Specialist capabilities will change as the type, pattern and location of crimes evolve, alongside technological advancements including artificial intelligence (AI)
- Transit technology is at a pivotal stage of development, meaning that infrastructure may be required to respond to changing fuel and energy needs and reliant upon the national infrastructure network capacity

8.0 Progress made against the Transformation Strategy to date

8.1 The Sussex PCC published the Sussex Police Estate Transformation Strategy in June 2025 which is currently progressing through its first full calendar year.

8.2 The first major objective is to reach a 'masterplan' solution for the whole police estate as the optimal proposal within an affordability envelope. This work is progressing well and will cast the programme into certainty, alongside developing a range of different projects that are set to be delivered during the lifespan of the strategy.

8.3 The progression made against the Transformation Strategy to date can be summarised as follows:

- Publication of a strategy document
- Establishing leadership and adequate skilled resources to deliver the programme
- Engagement with key operational policing leaders and receiving up to date data to shape the design of the police estate as informed by operational needs and demand
- An updated assessment of the condition of the police estate has been obtained and key opportunity values identified
- Assessment of the hidden value of the estate within surplus land and how this may align with local housing needs and plans within local communities
- Understanding current public access demand in the police estate
- Completion of a short programme of site disposals which have little or no impact in terms of operational policing or serving the public

- Commencement of projects [with long lead in times] which are known to be required at this early stage to support the delivery of statutory operational functions and provide an ongoing capability to meet the requirements of the Strategic Policing Requirement
- Completion of a range of viability and feasibility studies to inform options, choices and decision-making around the police estate in respect of cost, risk, programme, scope and dependencies

Iain McCulloch

Chief Finance Officer

Office of the Sussex Police & Crime Commissioner

Appendix 1 – Sussex Police Estate Transformation Strategy 2025/2036

This page is intentionally left blank



Sussex
Police & Crime
Commissioner



Sussex Police Estate Transformation Strategy 2025-2036

The right estate, in the right locations, enabling our people to serve our communities

Katy Bourne OBE, Sussex Police & Crime Commissioner

Published June 2025

Foreword

FROM THE POLICE & CRIME
COMMISSIONER, KATY BOURNE OBE



As your Police & Crime Commissioner, I am responsible for providing Sussex Police with a ‘fit for purpose’ estate that meets the operational needs of policing, whilst ensuring overall financial viability.

The Sussex Police estate is far more than just buildings from which police officers and staff operate. Every piece of the estate represents one of our most crucial links to communities so it is important the buildings are accessible, well maintained and suitably located.

Modern policing shapes our estates. With increased use of technology and the biggest rise in police officer numbers in the last decade, it’s vital that officers and staff have the right tools and the right spaces in which to effectively and efficiently deliver the best possible policing service to residents and visitors of our county.

We have invested over £60 million into our built estate over the last 10 years but, the size, age and condition of our current estate means the future is increasingly unaffordable. We, therefore, must look to transform it and it is essential for us to direct our financial resources towards fit-for-purpose and innovative facilities that meet the needs of the 21st century.

My estate strategy outlines our joint plans to ensure that we have the right estate, in the right locations, meeting the policing needs of today and tomorrow whilst also ensuring that taxpayer’s money is spent wisely.

Katy Bourne OBE

Sussex Police & Crime Commissioner



Foreword

FROM THE CHIEF CONSTABLE,
JO SHINER



The Chief Constable is responsible for operational policing across Sussex, deploying over 6000 officers, staff and volunteers in delivering our public service.

Policing methods, technology, and advances in investigative and scientific techniques have changed at pace over the last 50 years – but our estate was mostly located and constructed circa 50 years ago, for a very different policing model.

Both officers and staff are agile, meaning our focus remains on being ever-present in, and supporting, the communities we serve.

It is critical that our bases are the right type and size, in the right locations, and meet our current needs, with future flexibility designed for tomorrow. We simply cannot afford an oversized and high-cost estate.

This estate transformation strategy will enhance force capability and efficiency, providing improved value.

Critically, it will endeavour to provide the optimum estate for us to deliver an outstanding service to our communities.

Jo Shiner

Sussex Police Chief Constable

Our current estate



Overview & comparisons

The Sussex Police area serves c1.7m people and covers over 1,462 miles. It is 8th by population and 10th by size in England.

Our policing need varies from national and regional demands; to serving the second largest airport in the UK at Gatwick to the over 137 miles of coastline including tourist hot spots, harbours and major ports; the densely populated City of Brighton & Hove; large urban towns; 628 square miles of Areas of Outstanding Natural Beauty (AONB) through the South Downs National Park and the many rural communities in between.

Given the size of Sussex and its diverse policing need, it is no surprise our estate is large and dispersed. This includes 88 main sites (of which 64% are freehold and the remainder leasehold), with some very large bases to small rural locations, altogether totalling around 98,500sqm. We also have four major Public Finance Initiative (PFI) contracted custody suites, and two non PFI suites, serving our three divisions. Some of our locations are already innovative shared hubs with other blue light or public facing services partners. Some also serve both Surrey Police & Sussex Police jointly, as part of our wider collaborative working arrangement.

Around 56% of our estate was originally constructed before 1975, with a further 27% constructed between 1976 and 2000. A large proportion of our buildings were designed, built, and located for a different style and approach to policing, and have fast become outdated. A number are now located in the wrong place due to changes in crime, how towns and cities have grown or changes in modern policing.

Estates & Facilities teams work tirelessly in the background every day to ensure officers and staff can operate and serve the public across Sussex, but this is becoming increasingly challenging, financially unviable, with increasing health and safety challenges.

Whilst we have invested over £60million in our estate over the last 10 years to meet modern policing requirements – a real challenge remains. The size, age, condition, environmental efficiency, and increasing major capital liabilities all forecast our estate to become financially unaffordable. Our estate is financially unsustainable in our wider economic landscape. The operating cost of our estate is becoming overly restrictive in the face of our financial priorities.

Analysing our estate

ANALYSING OUR ESTATE TO THE NATIONAL POLICE ESTATES GROUP DATA PROVIDES INTERESTING COMPARISONS:

Agenda Item 6
Appendix B



41% of the Sussex estate was constructed between 1946 & 1975, compared to 28% on average nationally

The Sussex estate has over £250million in capital liabilities over the next 10 years

The Sussex estate has above average operating costs (18th from 28th in operating cost per SQM)

The challenges ahead

The estate enables the Chief Constable to protect our communities, catch criminals and deliver an outstanding service.

The challenges we face with the current estate are many, but we have concluded it is just unaffordable and we must therefore act now. A 'step change' is required to reset our estate to be affordable in both annual operating costs and future capital liabilities.

From our analysis, the following summarises the key challenges in our built estate:

- Overall, for the size of Sussex Police force, we have too much space (c16-18sqm/person) - around 25% surplus
- Given the current size, age, and condition, the future size of capital liabilities are unviable in our financial landscape (c£250m/10years)
- Because of the size, age, condition and scale of capital liabilities and environmental challenges, the increasing annual operational cost and the imperative to improve the current estate to NET ZERO carbon is unaffordable
- Some buildings/land in their current locations are no longer needed in full or part (due to changes in the types or patterns, nature and/or scale or location of crime) or some now are just in highly congested traffic zones, impacting our response capability
- Some of our estate is leased with high/increasing costs and exit liabilities
- Falling short of being fit for operational purpose and equality standards in many locations
- Our data shows some sites with public access have low use by the communities we serve
- Efficient use of our spaces varies, mainly because we just have too much space in many locations
- Some locations present as 'tired and dated' - often making staff feel undervalued and without the facilities they need
- Many older buildings are inflexible and are high cost to convert to modern open plan work zones due to age and forms of construction

Our analysis is clear - we need to take action now. We need a 'step change' transformation in size and efficiency to reset the financial costs and invest to meet our policing needs.

This strategy is a 'call to action' and is not optional. The transformation of our estate must be a high priority to ensure we are financially sustainable, as we simply cannot afford the current status quo.

Key decisions

To achieve a transformation in our estate, we need to generate sources of major income for reinvestment in the estate we retain.

Through a process of analysis against key criteria, we need to make some critical decisions about our buildings and land. Outcomes are likely to be:

- Identify the estate to be retained and define a scope and programme for reinvestment to address the challenges set out
- Continue to explore opportunities (where appropriate) for shared bases and public accessible hubs with other blue light/public service partners
- Trial and explore new modern innovative solutions to neighbourhood policing that puts officers closer to communities and crime hot spots through a flexible visual presence – without high-cost fixed buildings
- Dispose of truly surplus assets/buildings. This will be unpopular in some locations – as we recognise the emotional and historic links to some buildings within our communities but must balance this with being able to invest in our estate for a sustainable future
- Explore the acquisition or construction of new property in the right locations where appropriate, considering the viability when comparing to retained sites



Investing in good asset management

The previous estate strategy created good foundations on which this strategy will build.

Major reinvestment across the Lewes HQ, Brighton, Hastings, Eastbourne, Crawley and Worthing bases have been really impactful with a focus on 'future working' for a more agile and collaborative way of operating.

If a 'step change' in our physical estate is required, then a 'step change' investment in good asset management is also required to operate, manage, monitor, report and ensure efficient operation.

To this end, by 2028, investment in the following will have been completed, embedded and in operation:

- Computer Aided Facilities Management System (CAFM) (BIMM L2 Compliant): A single system for managing all property operations (capital and revenue) driven from an asset tagged estate
- A service desk system that is built out of or interlinked with the CAFM system (asset driven)

- Planned Preventative Maintenance (PPM) system that works driven through a CAFM system using the industry standard specification of SFG20 for internal staff and 3rd party providers
- Statutory compliance reporting from the single CAFM system
- Capital lifecycle data and reinvestment programme driven through an asset based CAFM system data set
- A space management and utilisation system allowing users to book and use spaces in an agile way in any site, building or zone linked into the CAFM assets
- A single Building Management System (BMS) and sub control sets to manage, monitor and control efficient building operation for heating, ventilation and air conditioning, together with utilities consumption and monitoring
- Maintain a design standard and technical specification design, allowing products, systems and controls of a similar nature to be specified so consistency and interconnectivity can be achieved

- Sufficient people and financial resources to manage a large and complex estate
- Adequate financial resources to maintain a transformed estate including annual rolling programmes for:
 - Cyclical redecorations/finishes on a 6 year primary cycle
 - Fixed and loose furniture renewal programme on a 12 year primary cycle
 - Capital planned programme (component lifecycle) that meets the lifecycle needs
 - Capital reinvestment (refurbishment) programme that meets the force lifecycle needs of not less than every 30 years

Without such an approach, data will be unreliable, inaccurate and inconsistent, and the environmental performance will be unclear. In addition, the estate function will require much higher levels of people resource to manage it.

Transformation of the estate



The focus

A fit for purpose estate for operational policing.

We are already partly advanced on this journey from the capital investment over the last 10 years but much more needs to be done.

Firstly, through engaging with operational police leaders we can take the opportunity to 'masterplan' the best locations in the long-term for the many units and functions in our operations and estate. Currently, our many functions are in locations as a matter of history, not design - and many are not in the optimal locations.

Secondly, we need to ensure that whenever we complete major works or change, we take the opportunity to ensure our spaces and facilities are 'fit for purpose'. Everyone performs well in modern flexible environments for efficient working that supports their wellbeing, enhances morale and supports retention.

Thirdly, when undertaking major works or change, we need to ensure our buildings are watertight, efficient, safe and secure, whilst meeting equality standards - addressing backlog capital liabilities, mandatory standards and risk.

Fourthly, it is opportunistic when completing major works to design in environmental sustainability solutions to reduce our energy consumption (running costs) and support the NET ZERO journey to 2050.

The right locations

We currently have an estate in locations of a size and form from an historic model of policing. Many locations have large buildings, which are no longer required given the changes in crime and technologies now in use. Conversely, in some areas we just do not have enough space for our current and future needs. Some of our historic places with the growth of towns are now in the wrong locations or in difficult congested locations impacting our speed of response. In short, we need to rationalise what we need and where, against our operational needs and where our functions are best placed.

Generating an income to fund our programme

The transformation of our retained estate will be high cost in a challenging financial landscape. Currently, little grant is available to support our mission, therefore, we need to plan and generate funds to support it before turning to borrowing options.

Our estate is far larger than our current and foreseen needs and operational requirements. Therefore, we will generate income from a programme of land and building disposals of truly surplus assets. 100% of these capital receipts will be used to fund our ambitious programme, supplemented by a level of public funding loans.



Value for money - Lower Operating Costs & Reduced Capital Liabilities

As our estate transforms, the current operating cost per annum and high capital liabilities will start to reduce through:

- Existing retained buildings becoming more efficient to operate through reinvestment. Major refurbishment will achieve a 'Very Good' Building Research Establishment Environmental Assessment Method (BREEAM) Refurbishment/Fit out standard to benchmark efficiency
- New buildings will be highly efficient to operate. New buildings will be constructed to BREEAM 'Excellent' standards to benchmark efficiency
- Addressing our capital maintenance backlog and taking the opportunity to replace fossil fuels where possible with modern efficient technologies and enhance thermal performance
- Ensure collaboration to explore sharing facilities and operating costs with other blue light and public service partners
- Ensure innovative mobile solutions are considered in place of physical fixed buildings at reduced cost
- Releasing money 'locked' in our surplus built assets for reinvestment in our retained estate - reducing the size of our estate will also reduce our costs/liabilities
- Have less leased estate to reduce lease costs and limit lease exit liabilities
- Having good and adequate systems and resources in place to be able to effectively manage and monitor our estate will reduce our costs





Vision & mission



ESTATE TRANSFORMATION STRATEGY - ON A PAGE



OPTIMISE THE RETAINED ESTATE

- Efficient and effective
- In good overall condition, presenting well
- Supporting our people work in modern collaborative ways
- Positively contributing to NET ZERO by 2050



ENHANCE TO MEET TODAY & TOMORROW'S NEEDS

- Meets current operational needs
- Flexible for future change
- Supports digital and agile working
- Enhances staff wellbeing and retention



COLLABORATIVE & INNOVATIVE SOLUTIONS

- Flexible modern solutions beyond fixed buildings
- Explores co-location where appropriate with other blue light and public facing services



RATIONALISE TO SPEND LESS ON BUILDINGS

- A smaller estate to match our size and needs
- Affordable to operate and maintain in the long term
- Resetting to the 'hub and spoke' model

Delivering the strategy



Governance, finance & stakeholders

A set of key data understandings and design principles will be applied to deliver the best value outcomes for operational policing and to shape a 'fit for purpose' transformed estate.

This strategy is governed through the PCC Estates Board. Progress will be monitored at an operational level by Chief Officers of the Force.

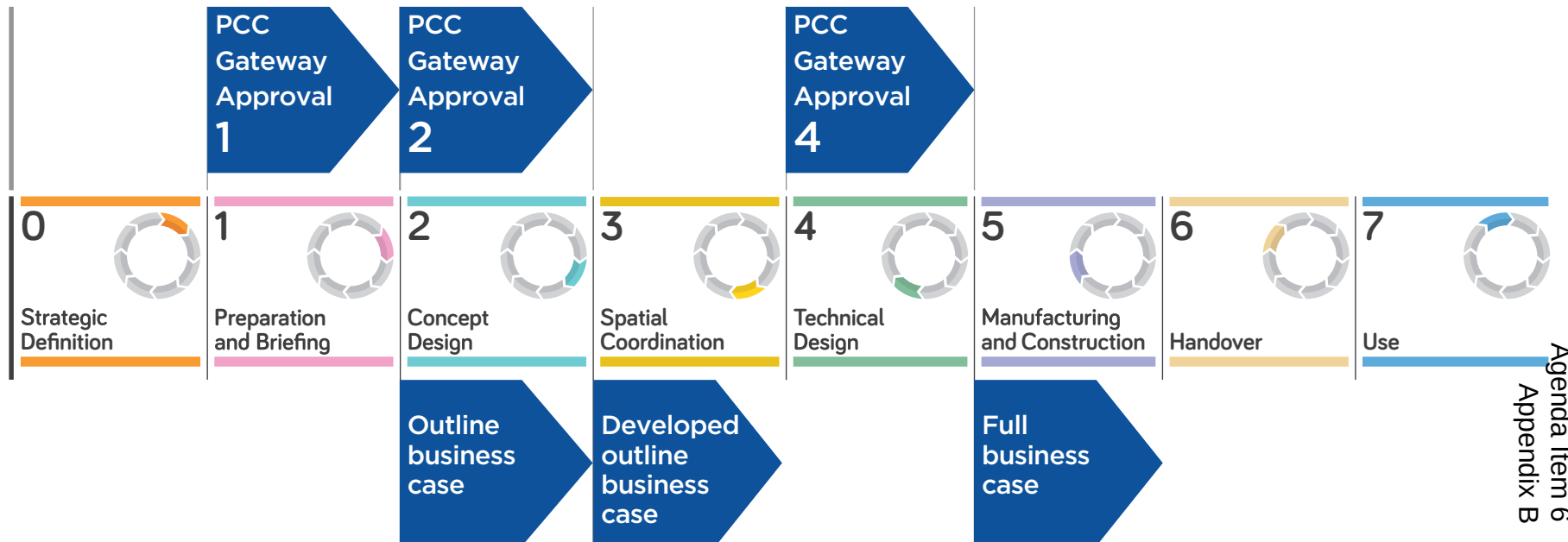
It is imperative that plans, proposals and decisions set forward are subjected to rigorous review and consideration to ensure they align with Force operational needs. This will be assured through pre-approvals to gateways by the Senior Responsible Officer, being the Deputy Chief Constable (DCC).

We will follow the Royal Institute of British Architects stages and journey through the following approval gateways for project governance:

Police & Crime Commissioner Estates Board



RIBA Plan of Work 2020



Agenda Item 6
Appendix B

Finance

The projects within the programme are capital by their nature and will be subject to the normal Force processes, procedures, monitoring, review and audit. Once the programme is formed, a programme level plan and cash flow forecast can be established and regularly reviewed.

All capital receipts received from 2024/2025 onwards will be reinvested in the retained estate and those returns will be optimised prior to sale.

As the programme advances, savings in the running costs of our estate will be realised from less estate, and more efficient buildings.

Borrowing to meet the capital needs will be undertaken at preferential rates available, based on return on investment modelling.

Non cashable efficiencies will be realised from:

- Capital liabilities being avoided from disposals
- Reduced utilities costs with less estate, and that retained being more efficient
- Lease costs being removed or reduced
- Lease end dilapidation liabilities being reduced from early lease exits and reduced size of leased estate

Stakeholder Engagement

A range of stakeholders will be involved from those critical to shaping success to those with just an interest.

Key stakeholders will be engaged to input, shape and be an integral part of key stages of shaping projects, design and function throughout in the programme.

Partner organisations will be engaged where it is/may be appropriate to explore shared opportunities and common objectives.

Interested parties will be advised and kept informed of key decisions as projects progress.

The general public will be consulted and advised on key decisions impacting public access.



Measuring success

The key performance indicators



Agenda Item 6
Appendix B

Measuring success

TO MEASURE BOTH THE IMPACT AND PERFORMANCE OF THE TRANSFORMATION,
A RANGE OF BOTH METRICS AND PERFORMANCE INDICATORS ARE PROPOSED INCLUDING:



ECONOMIC: FINANCIAL & ENVIRONMENTAL SUSTAINABILITY

£1.25m of revenue savings
20% reduction in capital liabilities
Reduction in carbon emissions



EFFICIENCY

Where delivering change:
On average staff will have no more than 4.6sqm desk space & 10sqm overall for offices and 8sqm over for staff, with no less than 66% desk use (normal working hours)



EFFECTIVENESS

The estate meets the operational needs of policing, delivering on the PCC Police & Crime Plan and Force Priorities to Protect our Communities, Catch Criminals and Deliver an outstanding service



VISIBILITY & ENGAGEMENT

Those impacted by the change will be engaged and their satisfaction measured, evidencing improvement



Assumptions

This is a long-term strategy in operational policing terms, and predicting the future trends in policing and crime can be very difficult over longer periods. Therefore, this strategy will be reviewed twice during its life to ensure operational alignment.

We have made assumptions about the future and these assumptions may not prove to be wholly correct. Significant change may be implemented by new and successive Governments, world or UK events or simply the advent of new technologies, such as AI.

Our assumptions at this time are:

- Local government reform is just commencing and the impact is unknown
- The communities we serve are growing and whilst forward housing strategies have been considered they are subject to change, market conditions and planning policy
- Limited public funding currently exists for the journey to NET ZERO by 2050 for the public estate and therefore our ability to align our estates will be limited by our affordability
- The type, nature and location of crime changes over time, especially considering the technological advances and digitisation. Therefore we may need to change, increase or decrease our estate in locations as a response
- Digital advancements in both policing delivery and for the public to contact us are likely to make our service even more agile, flexible and mobile
- Our specialist capabilities will change as crime types, patterns and locations do, together with technological advancements. Events on a global scale and access to information and technologies such as AI will change our capabilities over time as we respond to changing needs and dynamics
- Transit technology is at a pivotal stage of development with the known future waiting for the science to affirm the long term solution to fuel and energy. Our infrastructure is likely to be required to respond to these changing needs and is directly reliant upon the national infrastructure network capacity



Agenda Item 6
Appendix B



Sussex
Police & Crime
Commissioner



The right estate, in the right
locations - enabling our people
to serve our communities