

Sussex Police Force Management Statement

2025



Summary

- Introduction and Overview – [pg. 03](#)
- Key Findings – [pg. 04](#)
- Progress to Date (Timeline) – [pg. 05](#)
- Priorities Delivery Plan and Devolution – [pg. 06](#)
- Strategic Risk Assessment – [pg. 07-10](#)
- Declaration – [pg. 11](#)

Section 1 - Finance

- Finance – [pg. 13](#)
- Estates Transformation Programme – [pg. 14](#)

Section 2 – Well-being

- Well-being – [pg. 16](#)
- Race Action Plan – [pg. 17](#)
- Use of Police Powers – [pg. 17](#)
- Leadership Programme – [pg. 18](#)

Section 3 – Responding to the Public

- 3a. Requests for Service – [pg. 20-21](#)
- 3b. Incident Response – [pg. 22-24](#)

Section 4 – Prevention and Deterrence

- 4. Neighbourhood Policing – [pg. 26](#)
- Innovation: Prevention Initiatives – [pg. 27](#)

Section 5 – Investigations

- 5a. Volume Crime (PIP 1) – [pg. 29](#)
- 5b. Serious and Complex Crime (PIP 2) – [pg. 30](#)
- 5c. Forensics (Physical and Digital) – [pg. 31](#)
- 5d. Criminal Justice and Custody – [pg. 32](#)
- Innovation: Open Crime – [pg. 33](#)
- Innovation: myCJ App – [pg. 34](#)

Section 6 - Protecting Vulnerable People

- 6a. Domestic Abuse, Stalking & Harassment, and VAWG – [pg. 36](#)
- 6b. Child Abuse and Safeguarding (Child & Adult) – [pg. 37](#)
- 6c. Rape and Sexual Offences – [pg. 38](#)
- 6d. Mental Health, Hate Crime, and Harmful Practices – [pg. 39](#)
- 6e. Missing Persons – [pg. 40](#)
- Innovation: Tackling VAWG – [pg. 41](#)

Section 7 – Managing Offenders

- 7a. Violent and Registered Sex Offenders (ViSOR) – [pg. 43](#)
- 7b. Integrated Offender Management – [pg. 44](#)

Section 8 – Serious and Organised Crime (SOC)

- 8a. SOC Overview – [pg. 46](#)
- 8b. Cyber Crime – [pg. 47](#)
- 8c. Fraud and Financial Crime (Economic Crime Unit) – [pg. 48](#)
- 8d. SCC Intelligence – [pg. 49](#)
- 8e. Major Crime Team – [pg. 50](#)
- Innovation: Hotspot Policing – [pg. 51](#)

Section 9 – Major Events

- 9a. Public Order Policing (POP) – [pg. 53](#)
- 9b. Armed Policing – [pg. 54](#)
- 9c. Roads Policing – [pg. 55](#)
- 9d. Civil Emergencies – [pg. 56](#)
- 9e. Strategic Policing Requirement (SPR) – [pg. 57](#)
- Innovation: Operation Downsway – [pg. 58](#)

Section 10 – Knowledge Management and IT

- 10a. Digital Data and Technology (DDaT) – [pg. 60-61](#)
- 10b. Information Management – [pg. 62](#)
- 10c. Data Analytics – [pg. 63](#)
- 10d. Information Security – [pg. 64](#)
- Innovation: Machine Learning and RPA – [pg. 65](#)
- Innovation: Sussex Police Portal and CRM – [pg. 66](#)

Section 11 – Force-wide Functions

- 11a. People Resolution Centre (HR) – [pg. 68](#)
- 11b. Learning and Professional Development – [pg. 69](#)
- 11c. PSD Investigations and Anti-Corruption – [pg. 70](#)
- 11d. Vetting and Civil Claims – [pg. 71](#)
- 11e. Joint Transport Services – [pg. 72](#)
- 11f. Facilities Services and Environmental Work – [pg. 73](#)
- 11g. Media and Communications Department – [pg. 74](#)
- Detective Constable Entry Programme (DCEP) – [pg. 75](#)

Appendix A

- Contact and Response Data and Forecasting Charts – [pg. 77-88](#)
- Contact and Response Data and Forecasting Tables – [pg. 89-90](#)

Appendix B

- Crime Data and Forecasting Charts – [pg. 91-105](#)
- Crime Data and Forecasting Tables – [pg. 106-107](#)

Appendix C

- Forecasting Methodology – [pg. 109](#)
- Strategic Assessment Methodology – [pg. 110](#)

What to Know Before Reading This FMS

- **Hyperlinks:** The digital version of this document includes hyperlinks for easy navigation. You can access any section directly from the contents page by **clicking** on the section page numbers. To return to the contents page from any section, **click** the white cog icon in a grey box located at the top corner of each page. Additional hyperlinks to the Sussex Police website, POLICE.UK, GOV.UK and other relevant sites are included where further context may be helpful.
- **Innovation:** This FMS includes several dedicated case studies highlighting Innovation and Efficiency. In addition, most sections feature further examples of innovation, identified by a lightbulb symbol.



The Force Management Statement (FMS) is a vital component of Sussex Police’s annual business planning cycle, working in tandem with our Medium-Term Financial Strategy to guide key decisions on change, growth, investment, and savings. This is our seventh FMS, and through this process, we have gained valuable insights into the areas that need our ongoing focus and attention. As we await the results of our latest HMICFRS inspection, we were pleased to welcome the inspectorate in 2024/2025 to see the progress made since the previous inspection. Their feedback has been invaluable in helping the organisation sharpen its focus and drive improvements. Sussex Police has relatively low funding per head of population compared to other forces, and as a consequence we have a sustained focus on productivity and ensuring our services are victim focused, evidence led and as efficient as possible. The force is now well into the implementation of our Priorities Delivery Plan (PDP) which establishes a clear set of medium-term outcomes in response to the context that the force is facing. This FMS provides reassurance that the strategic direction set within the PDP is translating into tangible outcomes for the public and enhanced policing performance.

Demand

The force’s demand profile is evolving. Total contact demand increased by 3% in 2024, with the primary driver being a rise in 101 voice contact. The reasons behind this are complex, but are partly attributed to improved 101 performance, with average wait times in 2024 reduced to around three minutes. In an age of digital choice, it is telling that when the public need to contact us outside of an emergency, the telephone remains their preferred method. This highlights a valuable insight that for many people, hearing the police is just as important as seeing the police. While total crime demand rose marginally in 2024 (contrary to forecasted expectations) there was continued growth in the proportion of serious and complex crimes recorded which was driven by rape and serious sexual offences. This reflects a pattern seen in previous years and presents a significant and persistent challenge for the force, as a consequence throughout 2024 the force undertook a comprehensive review of our Public Protection services and capacity. Whilst the outcomes of the new structure will not be realised until later in 2025 the changes underway have already yielded substantial improvements in outcomes for rape victims (see [6c](#)).

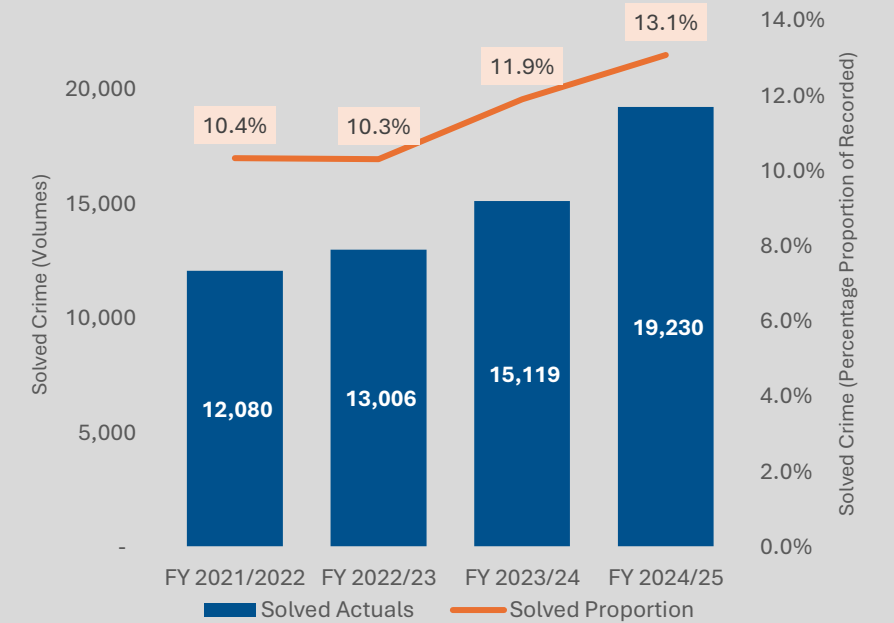
Capacity and Capability

The force met all of its uplift targets and continues to work hard to maintain officer numbers. Overall capacity has improved compared to 2023, and decisions taken in recent years have helped reduce pressure on frontline responders. In particular the changes that we have brought into our force control room, our new Grading Policy and the introduction of our remote Initial Investigations Team has substantially improved our service and created more officer capacity (see [3b](#)). The force is now looking at how we can build on our success and introduce further innovation in this space. Two of our most pressing priorities relate to investigative capacity and the development of a young-in-service workforce. Sections [5](#) and [6](#) set out the changes to policy and practice that the force has made to improve investigative process, create capacity and support officers to prioritise investigative demand, ensuring resources are aligned proportionally. Officers who joined during the early stages of the uplift now bring with them up to five years of operational knowledge. However, some departments still have relatively low average service length, which presents ongoing challenges. First line leaders remain central to unlocking the full potential of the workforce and we have established a force-wide programme of leadership seminars and syndicates which connect front-line and senior leaders across the force to provide additional support and drive a culture of public service.

Performance

In 2023, the Priorities Delivery Plan (PDP) was introduced, setting strategic targets for response and investigation. These priorities have since shaped key organisational decisions. A core focus has been reducing demand that is better suited to partners, improving processes in our contact centre, diverting non-urgent calls away from first responders, and embedding virtual response more widely into the operating model. These efforts are now delivering meaningful results. The force is a top performer nationally for 999 call answer times. Wait times and abandonment rates for 101 have fallen to their lowest recorded levels, and attendance times for incidents have improved. For the second consecutive year, solve performance has increased (see Figure 1) - both in volume and as a proportion - despite a continued annual rise in total recorded crime. For context, the force solved nearly 60% more crime in 24/25 compared to 21/22.

Figure 1: Solved Crime Volumes and Percentage Proportion 2021/22 – 2024/25



This Force Management Statement reflects the findings of the force’s 2024/2025 annual Business Planning (FMS) Workshops. Three key areas continue to represent priority challenges for the organisation: the continued need to work more innovatively and efficiently, the need to achieve more manageable investigator workloads, and the need to develop effective first line leaders. Sussex Police is an innovative force, and this document contains numerous examples of tested, forward-thinking approaches to managing demand and improving processes. The detective is an enduring symbol of investigative policing, and the force must do more to inspire people to choose this career path. A [new entry route](#), which removes the requirement for academic qualifications, will open the door to the detectives of the future - individuals from a broader range of backgrounds and life experiences. The force can only reasonably operate within its limits, and the adoption of a proportional approach to investigations is a vital step in managing investigator capacity now and in the future. Our first line leaders are the lynchpin between the organisation’s strategic ambitions and its operational delivery. In many areas, the workforce is young in service, yet their supervisors are not. The organisation must fully invest in the potential of its first line leaders. A comprehensive leadership development programme represents a key step towards this goal. Sussex Police will continue to meet evolving challenges with focus and determination. The three strategic priorities are interconnected, and progress in one area will reinforce the others. With a proven history of adapting to complex demands and delivering meaningful change, the force is well-positioned to take the next step in its journey of continuous improvement. This FMS outlines how we are actively addressing key priorities, building on our achievements to create a more resilient and effective organisation. As we stand on the brink of a technological revolution, innovations in artificial intelligence and robotics offer new opportunities for policing that were unimaginable just a few years ago and the force has invested in using data ethically and responsibly to help improve our services.

INNOVATION & EFFICIENCIES

- Processes which enhance and do not impede our workforce
- Delivering policing services which offer the public the best value
- Maximising the use of technology and analytics to increase efficiency and push forward innovation

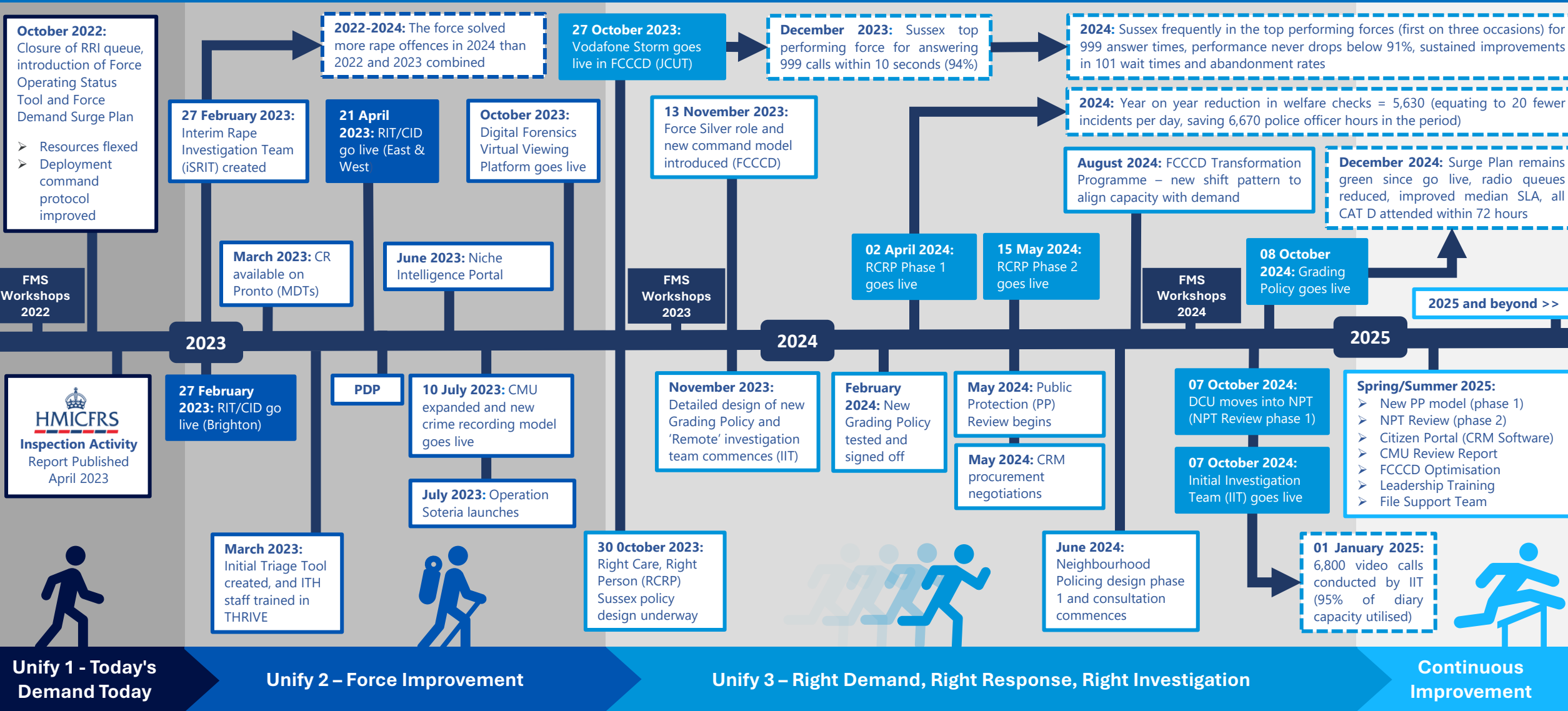
INVESTIGATOR CAPACITY

- Detective and PIP2 Investigator recruitment and retention
- Manageable investigator workloads (sustained over time)
- Year on year growth in serious and complex investigations - forecasted to continue growing

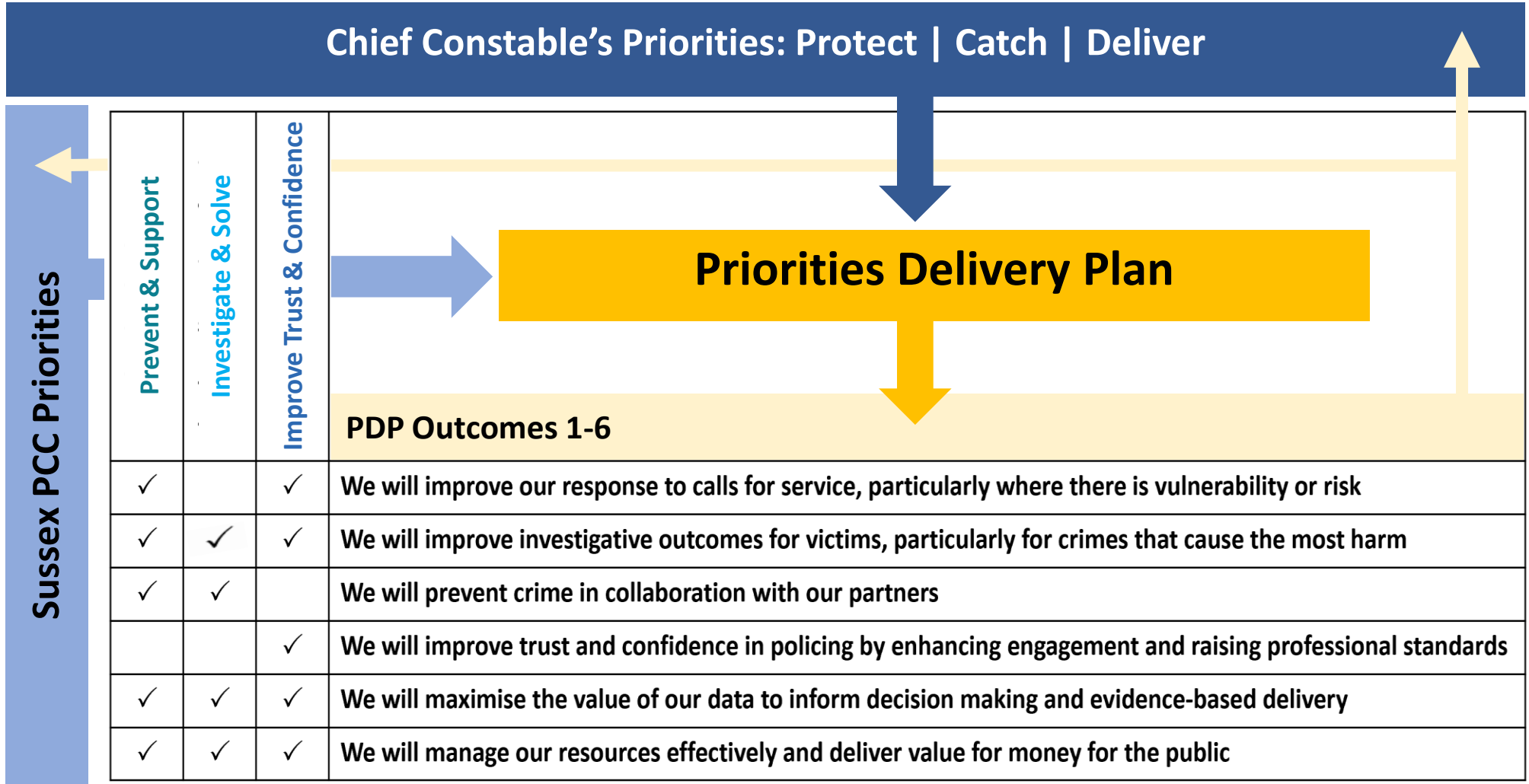
FIRST LINE LEADERSHIP

- Appropriate, meaningful and productive supervisory reviews
- Leadership training and coaching for all first line leaders
- Driving forward a culture of service to the public across the organisation

Since autumn 2022, the force has been on a journey of performance improvement through a dedicated programme known as Operation Unify. The first phase laid the foundations by making organisational demand more visible and better understood. The second phase delivered targeted change projects to enhance investigative capacity and capability, responding directly to HMICFRS feedback. It also introduced the Priorities Delivery Plan, providing leaders with a clear direction to achieve the Chief Constable’s priorities. Phase three adopted an agile approach to ensure demand, response, and investigations remain appropriate, efficient, and victim focused. Operation Unify has now embedded continuous improvement as business as usual. Our innovation and determination ensure we are well placed to meet future challenges with confidence and tackling the three priority areas highlighted marks the next phase of our continuous journey of improvement.



Sussex Police’s Priorities Delivery Plan (PDP) establishes a clear set of medium-term outcomes that support the delivery of the Sussex Police and Crime Commissioner’s Police and Crime Plan and the Chief Constable’s Priorities. The Priorities Delivery Plan is our response to the changing demand picture which the force is facing and ensures that we pivot our resources to best meet those future challenges. The plan is owned by the Deputy Chief Constable. Our governance is aligned to it, and it informs our significant operational decisions as well as resourcing and investment choices. In particular, the Force’s major organisation-wide change programmes are focussed on the delivery of the PDP outcomes. *Note: the Priorities Delivery Plan (PDP) is referenced throughout this document.*



Section	Demand Area	Summary	2024 RAG	2023 RAG
3a	Requests for Service	Requests for Service primarily enter the organisation via FCCCD. Programmes of work in preceding years have reduced demand and improved performance. The department is now seeking to better maximise resource capacity to the demand profile and improve overall well-being of the workforce. The Sussex Police Portal may offer additional opportunities for streamlining contact and reducing demand on FCCCD.		
3b	Incident Response	The force has seen sustained improvements in incident response performance following investments in the new Grading Policy, IIT, and Right Care, Right Person, all of which have reduced frontline demand. As the force enters the busy summer period, demand will be closely monitored, with plans focused on expanding virtual responders and leveraging machine learning to enhance resource planning.		
4	Prevention & Deterrence (NPT)	Neighbourhood Policing Teams work to prevent crimes and ASB, or problems persisting or escalating. Changes in 2024 through the NPT Review Phase 1 have aligned these teams with the Coaching Unit, provided some added capacity when required. Phase 2 of the Review will take this approach further and set clear remits and objectives of NPTs. Combined neighbourhood crime remains lower than MSG forces.		
5a	Volume Crime (PIP1)	Volume crime demand fell slightly in 2024, partly due to changes in crime recording. Forecasts indicate sustained annual growth. High average workloads, particularly with a young-in-service workforce, remain a key challenge, with plans focused on reducing this pressure. However, year-on-year improvements in solved performance provide reassurance that previous changes to volume crime investigation are effective.		
5b	Serious and Complex Crime (PIP2)	Serious crime (PIP 2) continues to grow as a proportion of overall recorded crime, with forecasts indicating further increases. While detective shortages persist nationally, Sussex Police has streamlined DC entry routes to widen recruitment. CID performance is strong and improving, though workloads remain high, and strategic resourcing decisions are being made to meet rising PIP 2 demand and complexity.		
5c	Forensics	Forensics is a joint function with Surrey Police, covering both physical and digital areas. Physical forensics is well-resourced with good performance and capacity. Digital forensics lacks sufficient capacity, leading to overspend when outsourcing demand. Internal plans seek to ensure demand in this area is proportionate. National level plans and potential government reform are being explored.		
5d	Custody and Criminal Justice	Criminal Justice (CJ) and Custody continue to see high growth in demand as a result of the force’s improvement in performance in the preceding years, and several external factors emanating from the wider criminal justice system. This has seen capacity fall in some areas however, performance is currently being maintained. CJ and Custody are reactive to this and seeking to mitigate the risks posed by demand, whilst plans are formulated to transform these areas.		
6a	DA, Stalking & Harassment, and VAWG	Overall demand for these crime types has largely remained stable, with fluctuations between crime and non-crime, and PIP 1 and PIP 2 offences. Forecasting does not show a significant rise in projected demand. The Bluestone team will likely improve investigations, a conscious investment by the force.		
6b	Child Abuse & Safeguarding	A force wide approach is taken to tackle child abuse and safeguard both children and adults. This is reliant on frontline teams and specialists, and campaigns such as Think Child have solidified this approach. The introduction of the Iris Team and subsequent review of OCAT will lead to enhanced capability and better investigations/safeguarding.		
6c	Rape and Sexual Offences	Recorded crime for rape and other sexual offences increases year on year and 2024 was no exception. Whilst overall volumes are low compared to other crime types, the high-harm nature and investigative complexity of these crimes present considerable implications for operational delivery and strategic resource planning. The force is making decisions now to address this growing demand, with plans bolstering investigative capability. Performance is improving because of this.		

Force Management Statement 7 – Strategic Risks Assessment (2)



Section	Demand Area	Summary	2024 RAG	2023 RAG
6d	Mental Health, Hate Crime, and Harmful Practices	These incidents are broad in scope and are responded to by a variety of responders, investigators and safeguarding specialists dependent on the circumstances. Dedicated teams and SPOC networks broaden capability, with dedicated MH support from the NHS for emergency services. Investigative performance is good.		
6e	Missing Persons	Like previous years, missing person demand grew in 2024. Projected demand is forecasted to rise further, particularly for high-risk cases. The force has dedicated missing teams for prolonged investigations. For the highest risk cases, large scale resources can be deployed swiftly, with specialist search teams on call when required. Assets are strong and varied. The force has measures in place to monitor/respond to the impact of large-scale deployments on wider policing demand.		
7a	ViSOR Teams	ViSOR teams manage the most harmful offenders living within the community. The greatest demand comes from Registered Sex Offenders, with annual increases seen every year since 2013. These numbers are projected to continue to grow each year, with additional demand being generated through changes at the NCA and the increase of AI Generated Child Sexual Abuse Material (AIG-CSAM) being created and shared by offenders. This is affecting capacity and in turn capability. This growth in demand is managed as a departmental risk and a review of centralised Public Protection units will seek to address the long-term impact.		
7b	Integrated Offender Management	Sussex Police Integrated Offender Management is coordinated across the three divisions by IOM teams. Demand is currently managed, and teams have sufficient capacity and capability. Both well-being and performance are good, and cost analysis indicates that IOM activity is effective. Security of supply can be problematic but vacant posts are soon to be filled. Sussex IOM teams are highly regarded nationally for how they manage SCPOs.		
8a	Serious Organised Crime	The force has a wider variety of SOC assets and works closely with Surrey Police, SEROCU and regional forces in targeting serious organised crime. A recent HMICFRS inspection rated Sussex with the highest grading amongst all forces in the region although there is room for improvement. The force is working through all AFIs whilst balancing difficult resourcing decisions.		
8b	Cyber Crime	Within Sussex, cyber crime is addressed by the South East Cyber Crime Unit – a collaborated pilot between SEROCU, Sussex, Surrey, Hampshire and Thames Valley forces. This pilot has been in place since April 2024 and has demonstrated increases in capability, performance, and well-being. Cyber crime demand is projected to grow and this will stretch the capacity of these resources further resulting in a need to increase resource or reduce demand.		
8c	Fraud (Economic Crime)	ECU is a well-established resource collaborated with Surrey Police. Expertise in the unit is high, and the challenge for the team is to balance ECU investigations whilst supporting the wider investigative functions across both forces. There are several initiatives in place to support this.		
8d	Intelligence	Specialist Crime Command (SCC) Intelligence is a collaborated function with Surrey Police. Sussex Intelligence teams are split between Divisional Intelligence Units and the central Force Intelligence Bureau. Intel is a finite resource and demand is high for investigative and operational support. Whilst capability and performance are good, capacity is under pressure and the technical assets required could be better, impacting overall well-being. However, the SLT have set a vision for intel and plans seek to procure a tool to increase capability and reduce demand.		
8e	Major Crime Team	The Surrey and Sussex Major Crime Team is well resourced with good capacity, capability, well-being and performance. Demand is manageable. Whilst forecasting is limited horizon scanning suggests demand may rise as forces nationally look to investigate suspected victim suicides linked to domestic abuse. MCT maintain a departmental risk to ensure historic cases receive the resources required.		

Section	Demand Area	Summary	2024 RAG	2023 RAG
9a	Public Order Policing	Public Order policing is driven by both in-force planned events, protests and mutual-aid requests. Most of the workforce perform public order roles as an additional skill, meaning the force must be mindful of wider demands. However, Sussex can meet PSU commitments and demands. Being a collaborated force increases flexibility for resourcing. Plans center on the learning from disorder in the summer of 2024 (Operation Navette).		
9b	Armed Policing	Demand for armed resources continues to grow although the profile of this demand is shifting, with a reduction of firearms offences in 2024. Armed Policing across Sussex is a well-resourced and well equipped. The Operations Command department is collaborated with Surrey Police providing extra resilience if ever required. Plans in this area focus on training facilities and weapons systems, with mitigations in place whilst plans are progressed.		
9c	Roads Policing	Roads Policing is a collaborated function with Surrey Police within Operations Command. KSI demand is stable but investigative and proactive workloads are increasing. Teams are experienced but RPU is slightly below capacity, FCIU/SCIU are working towards accreditation, and there are capability gaps in FLO/FLA provision. Overall performance is strong and assets in this area are sufficient. Plans seek to strengthen the preventative and educational impact of roads policing, whilst building on wider specialist capability. Risks and issues are closely monitored.		
9d	Civil Emergencies	Civil Emergencies accounts for both emergency planning and business continuity. Demand is typically seasonal within this domain, with higher activation of plans in the winter linked to adverse weather events. In 2025, planned operations will increase demand. Overall resourcing is sufficient with high levels of experience amongst teams and close working with partners. Plans seek to improve capability.		
10a	DDaT	DDaT is a key enabler of the force in a broad variety of ways. From the day-to-day work of policing, to how the force will operate in the next year (or 10 years) is dependent on the work of DDaT. Desired ambitions often outstretch capacity, so the force has to make wisely considered decisions around where to place technology priorities. DDaT has strong, sustained leadership and governance with clear plans in place to achieve ambitions locally and with partners.		
10b	Information Management	Information Management (IM) includes IAT, DCT, FRB, IG and MOPI. DBS is also covered here but is not funded by Sussex Police so has been excluded. Overall demand continues to grow, and this is projected to continue. However, changes made in the last 12 months have greatly improved the capacity, capability and performance across IM teams. Plans within IM centre on the use of technology to further enhance the services delivered, with a focus on both automation and self-service.		
10c	Data Analytics	Data exploitation is managed by the Corporate Development Department (CDD), which supports performance reporting, demand analysis, survey insights, and business intelligence tools. This is an area of expansion as the force explores the application of broader automation and AI capability to transform services, return capacity to frontline teams and drive forward more efficient ways of working.		
10d	Information Security	Information Security remains a high-risk area. The force has invested in both the capacity and capability of the team to ensure they are prepared to detect, respond to, and manage emerging threats. This is a collaborative function delivered jointly with Surrey Police. The team works proactively to raise awareness across all staff and officers, reinforcing the importance of safeguarding both physical and digital assets and ensuring everyone understands their responsibilities in this.		
11a	People Services (HR)	The People Resolution Centre (PRC) provides frontline HR support to the Sussex Police workforce. Introduced in April 2024 as part of the force-wide transformation programme, it has delivered efficiencies and savings. Since launch, capacity and capability have remained strong, supported by positive well-being levels and effective leadership. Performance is good, with further optimisation planned.		



Section	Demand Area	Summary	2024 RAG	2023 RAG
11b	Learning and Professional Development	Learning and Professional Development demand continues to exceed capacity due to significant shifts in the portfolio in recent years. While the first phase of the Transformation Programme has been delivered, the second phase will focus on addressing this imbalance through the development of omni-competence and more effective use of technology.		
11c	PSD Investigations and ACU	PSD Investigations and ACU have both seen increased overall demand during 2024. The demand profile of each is slightly different, with PSD managing misconduct processes and ACU striking a balance between reactive and pro-active workloads. Improvements are sought and this area has a wide berth of plans in place to address challenges, informed by HMICFRS inspection feedback.		
11d	Vetting and Civil Claims	The Joint Force Vetting Unit is a collaborated function with Surrey Police. Vetting nationally has been subject to external review in recent years and the changes through recommendations and APP have increased demand. The unit is proactively exploring how to address this to maintain performance. The Civil Claims Unit is a small team who process civil claims and coronial matters. The team performs well and has mitigations in place to negate any reduced capacity.		
11e	Joint Transport Services	The force is transitioning to a Whole Fleet Management Model where the fleet is shared across the organisation. Telematics and Digital Key Safes are the enablers to this and will be fully activated in 2025, this is a large shift and will take time to embed. Capacity is below expectation and security of supply is impacted at key locations affecting performance. JTS are exploring the use of apprenticeships to build a workforce suitable for the vehicles of 2030 and beyond.		
11f	Facilities Services	Facilities Services offer facilities support to frontline teams as well as support for change and maintenance projects. Following a Transformation Programme in 2024 which delivered a centralised hub and regional model, the team has not been at capacity which has been challenging. A PIR in 2025 will assess the impact of these changes. The wider Estates and Facilities teams manage several key risks with good governance. The force is working towards Net Zero 2050.		
11g	Media and Communications Department	Media and Communications are seeing increases in demand in both proactive engagement and supporting wider operational policing events. Wider events such as the Neighbourhood Policing Guarantee and Devolution will increase this further. Capacity and capability are good but shortfalls in certain skills can be impactful, security of supply fluctuates.		

Strategic Risk Assessment – Overview of RAG Changes

- Investigative and Public Protection functions remain a key area of concern for the force. Whilst performance improvements have been achieved over the preceding year, workloads for investigators remain higher than desired. Several core plans seek to start addressing this during 2025 | **AMBER**
- OCAT and ViSOR teams (and associated functions) are reporting a surge in demand owing to two key factors: the growth in AI generated indecent images of children and increased demand from an NCA change of process. This may lead to demand surpassing capacity if left unchecked. The second phase of the Public Protection Review will address these teams | **AMBER**
- There is a clear schism in Forensics between the physical and the digital. Digital forensics demand is routinely outpacing capacity leading to significant overspend on outsourcing. Demand for digital forensics is forecasted to continue growing and security of supply is challenging. Demand will likely be amplified by new technology, such as AI generated indecent images (OCAT being a key demand driver – also see point above). Plans are being formulated and deployed but they will take time to embed before the impact can be assessed | **AMBER**
- Incident Response has seen demand fall and performance improve, with plans centred on further enhancing how incoming demand to the force is managed and the capacity and efficiency of Response teams. The summer of 2025 will truly test the new Grading Policy and IIT model | **GREEN**
- Information Management has seen significant improvements in operations and performance leading to a clear improvement compared to last FMS | **GREEN**
- Learning and Professional Development cannot meet current demand levels – a new operating model will go live in 2026/27 but demand will rise before then (e.g. NPT) | **AMBER**

Declaration

This is the force management statement for Sussex Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed

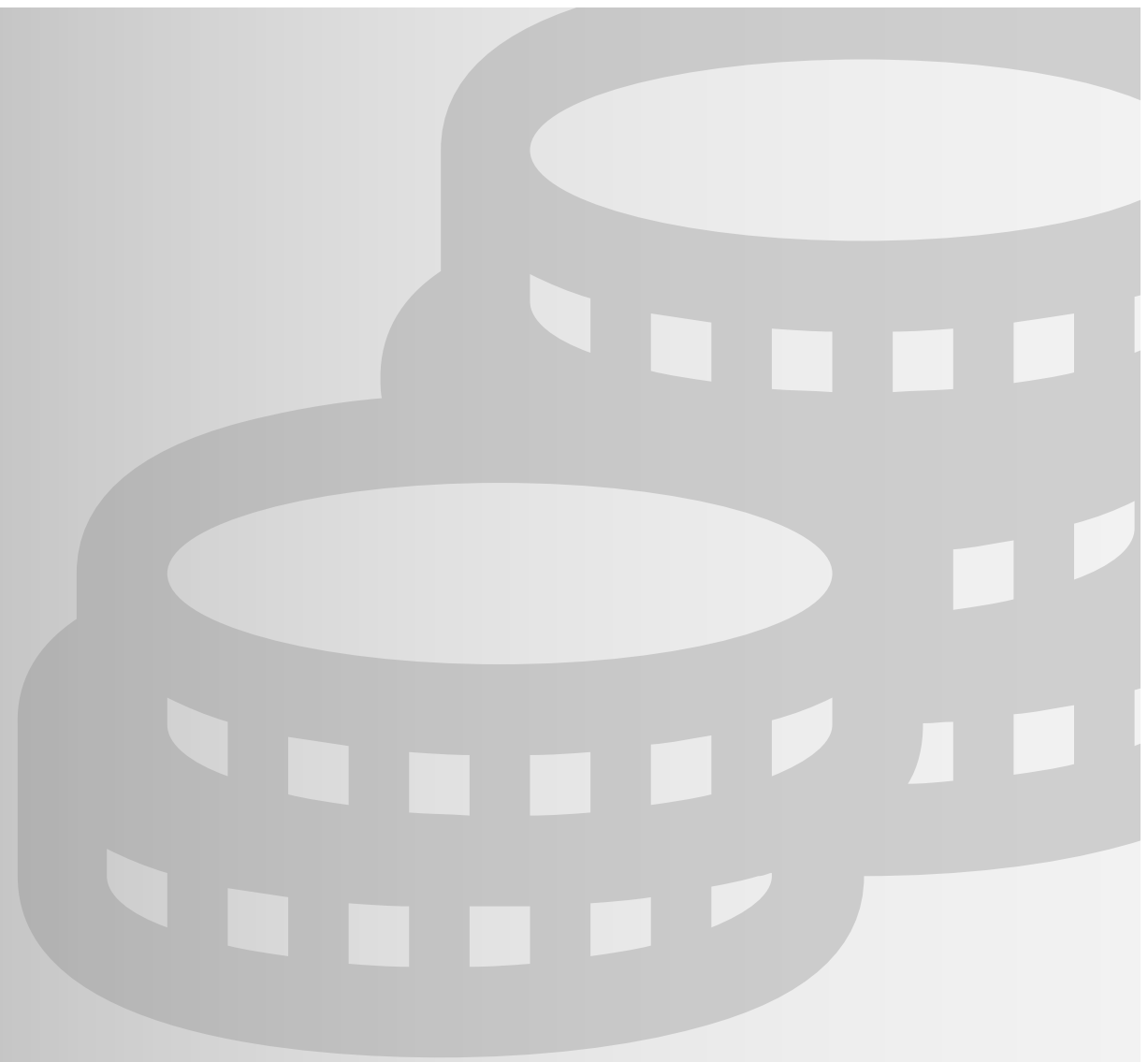


Jo Shiner, Chief Constable

May 2025



01: Finance



1. Current Financial Position	2. Projected Changes in Income and Expenditure	3. Financial Gaps to Fund Changes
- Sussex Police’s Medium-Term Financial Strategy (MTFS) sets out a total gross revenue budget of £423.6m for 2025/26 - an increase of £27.1m from the 2024/25 budget of £396.5m. Core government grants will contribute £245.7m in 2025/26, with the remaining £177.3m funded through the local council tax precept. The precept is estimated to account for 42% of net funding in 2025/26, up from 30% in 2013/14. - The force has met its officer uplift target under the national Uplift Programme, achieving a headcount of 3,251 officers by 31 March 2024, and is committed to maintaining a minimum of 3,226 officers. This is supported by a maintenance funding grant. As at 30 September 2024, Sussex Police employed 2,386 police staff and 253 Police Community Support Officers (PCSOs). - Despite a £14 (5.5%) increase in the Band D council tax precept for 2025/26, a budget shortfall of £5.0m remains and will be addressed through planned expenditure reductions. This work is being progressed primarily through a Transformation Programme aimed at mitigating current and forecast cost pressures. - The Capital Programme requires substantial investment over the next four years, currently estimated at £116.1m. Historically funded through internal cash reserves, this approach is no longer sustainable in the short to medium term, increasing the reliance on borrowing to meet future capital needs.	- The 2025/26 national police financial settlement totals up to £19.5 billion, an increase of £1.0 billion. Sussex Police will see a £13.9m increase in government grants, including funding for the police officer pay award. However, the Operation Uplift Performance Grant will reduce to £7.5m in 2025/26 (from £9.1m in 2024/25), with full grant access contingent on maintaining target officer headcount. Budget planning assumes a £14 precept increase in 2025/26 and 2% increases annually over the following three years. - Expenditure pressures include a 4.75% police officer pay award in September 2024, ongoing inflationary impacts on pay and non-pay costs, and rising IT and capital-related expenses. - To bridge the gap between growing operational demand and financial constraints, Sussex Police is delivering a multi-year Transformation Programme. This includes a savings target of £5.0m in 2025/26 and a further £24.3m over the next three years. Key focus areas include Joint Force Change with Surrey Police, internal change projects, and tactical efficiency measures. The Service Transformation Programme specifically targets efficiencies in enabling services. The force also contributes to the Home Office’s Commercial Efficiencies and Collaboration Programme. A 2024 productivity review identified strong performance in data-led efficiency through Power BI. - Despite these initiatives, the current Medium-Term Financial Strategy (2025/26 to 2028/29) forecasts a funding gap of £19.5m, which will require further savings to maintain a sustainable financial position. Audit Update: As a result of the Government’s Audit Reset and Recovery legislation (introduced to address the national backlog in public sector external audits) both the 2022/23 and 2023/24 final Accounts and Annual Governance Statements (AGS) experienced external delays. The 2023/24 Statement of Accounts received a disclaimed audit opinion solely due to the Audit Reset, not due to any fault by the force. Despite these sector-wide challenges, the force maintained its strong track record of timely and high-quality financial reporting. Both the draft and final 2023/24 Accounts and AGS were published within government deadlines and to the required standard, as confirmed by external auditors. An explanatory note accompanied the published 2023/24 Accounts to clarify the reason for the disclaimed opinion. The force continues to work constructively with external partners, with clear plans in place to manage audit processes for future years, including 2024/25.	To mitigate and manage major financial risks and address the identified funding gaps, the following are proposed: - Continued delivery of the Service Transformation Programme with Surrey Police to identify and implement efficiency savings – these have the potential to address up to 75% of the deficit. Savings to date have been achieved through the People Resolution Centre (over £1.2m - 11a), changes in Contact (£1m – 3a), with the transformation of L&PD (11b) and increasing use of automation (10c) likely bring further savings during 2025/2026. - Active participation in the Home Office's Commercial Efficiencies and Collaboration Programme to leverage national buying frameworks and cost recovery. - Careful management of workforce plans to align with the available budget. The effective ringfencing of police officer numbers means that budget savings cannot be achieved by reducing police officers in 2025/26, placing greater pressure on other budgets including police staff. - Strategic use of earmarked reserves to support planned expenditure and smooth the transition of change. The force plans to use £9.5m of reserves in 2025/26. - Rationalisation of the estate as outlined in a new Estates Strategy to generate revenue savings. - Maximising income generation opportunities where appropriate. - Close monitoring of budget performance and savings delivery by senior leaders and both PCC and Chief Constable Chief Finance Officers, with mitigating actions considered if targets are missed.



ESTATES TRANSFORMATION STRATEGY PROGRAMME

The Medium-Term Financial Strategy 2025-2029 outlines the need for the force to make considerable savings over the next four years. The Estates Transformation Strategy Programme will help the force achieve these savings through **four main elements**:

1

Optimise the Retained Estate: Ensure modern ways of working and align with the goal of achieving NET ZERO carbon emissions by 2050.



2

Enhance to Meet Today's and Tomorrow's Needs: Develop a flexible, future-ready estate that supports operational policing, enables agile and digital working, and promotes staff well-being, satisfaction, and retention.



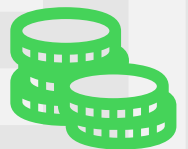
3

Collaborative & Innovative Solutions: Pursue flexible, modern estate solutions, including co-location with other blue light and public services, to move beyond traditional fixed buildings.



4

Rationalise to Spend Less on Buildings: Create a smaller, more efficient, and cost-effective estate, potentially adopting a 'hub and spoke' model to optimise operational delivery and reduce overheads.





02: Well-being

Well-being Services

Sussex Police takes a force-wide, collaborative approach to well-being, guided by the Well-being Strategy 2023–2025, now in its third iteration. The strategy is built around core well-being themes and aims to provide accessible, tailored support that complements, rather than replaces, external health services. It also focuses on equipping leaders and managers with the skills to place staff well-being at the centre of their roles. Well-being governance is in place at operational, tactical, and strategic levels, supported by trained staff including well-being SPOCs, mental health first aiders, and a senior officer serving as the force well-being champion. The strategy is evidence-based, aligned to the Blue Light Well-being Framework (latest version adopted in December 2024), and shaped by ongoing workforce feedback through surveys and engagement. A range of support tools and services are in place, including EAP reports, chaplaincy support, well-being boards, CPD events, Trauma Tracker software, and the Health Check service, which has screened over 4,000 colleagues. Continued investment in the Backup Buddy app has expanded resources on topics such as menopause and eating disorders. Following successful men’s and women’s health screening programmes, a new subsidised service in partnership with the Mary How Trust will launch in summer 2025. Development of the next strategy (2026–2028) will begin in autumn 2025.

Wellbeing Themes

Mind Health

Physical Wellbeing

Leadership

Financial Wellbeing

Workplace Wellbeing

The Well-being Team continues to employ evidence-based tools to guide its strategy, with notable recognition at the 2024 Oscar Kilo Well-being Awards, where the force received two awards for its Trauma Tracker and Health Check services, both of which are now being replicated by other agencies. A key strategic priority is closing the well-being awareness gap between line managers and frontline staff, achieved through enhanced training, promotion, and stronger collaboration with staff networks and unions. The force is also developing a clearer framework to assess the success of well-being initiatives. Feedback from annual Staff Surveys, intranet comments, and senior leadership engagement highlights that high workloads continue to negatively affect well-being. Recent initiatives to streamline initial demand have yielded positive results (see section 3), and efforts are now focused on reducing investigator workloads through process changes, ensuring proportionality (see sections 5 and 6). Additionally, there is an increasing focus on understanding the impact of stress and trauma, with more investigator roles now eligible for psychological screening.

Occupational Health

The Occupational Health (OH) department has seen a 53% increase in appointment demand and a 16% rise in management referrals from March 2024 to March 2025. Despite being well-resourced in non-workforce assets, the department faces pressure due to high demand, with wait times for appointments exceeding SLAs. Team well-being is impacted by stress, though support systems are in place. A national shortage of OH specialists has led to staffing gaps, but these are being mitigated with flexible resources, including agency staff. Future plans include updated medical standards for police recruitment and ongoing reviews for Authorised Firearms Officers (AFOs – also see 9b) – these could increase demand further. The department continues to meet its performance targets for report quality and adheres to the Blue Light Framework.

Central Well-being Team & Chaplaincy

The Well-being Team is made up of four key staff: the Well-being Lead for Surrey and Sussex, the Lead Chaplain (supported by a multi-faith chaplaincy team of over 36 volunteers), a Well-being Consultant, and a part-time Well-being Screening Practitioner. The recently introduced Well-being Consultant role provides additional capacity for delivering tailored well-being CPD, particularly for high-trauma teams such as Public Protection and Roads Policing. The force has invested in suicide awareness training, delivered by The Samaritans, to better equip supervisors in supporting their teams. A new "demobilise and defuse" protocol will soon be introduced to support colleagues following a single, significant traumatic incident, with plans to increase the number of trained staff across the force. Separately, the force is also introducing a new Welfare Liaison secondary skill offered as a one-day training course, designed to strengthen local well-being support. This opportunity will be rolled out more widely in the coming months.

Workforce Composition 2024

Employee Type	Black, Asian, Global Majority	White	Female	Male	Disability	16 24	25 34	35 44	45 54	55 64	65+
Police Officer (%)	3.8	90.8	37	63	9.8	10.3	27.6	30.8	27.6	3.6	0
Police Staff (%)	2.9	89.9	63.6	36.4	10.3	5.8	22.3	21.1	24.4	23.2	3.1

Currently the workforce composition is not proportionally reflective of ethnic minority groups in Sussex (population 9%). However, since Uplift we have increased the proportion of officers from Global Majority backgrounds from 2.9% in 2019 to 3.8% in 2024. For senior officers (Superintendent and above) Officers from Black, Asian or Global Majority backgrounds have higher representation (11%). 37% of our officers are female – 2% higher than the national average. For senior officers the gender split reduces to 30%.

RACE ACTION PLAN

Use of Police Powers – Stop and Search and TASER

Sussex Police has robust governance, accountability, and learning mechanisms in place for the use of police powers, including Stop and Search and TASER. Every Stop and Search is reviewed by a first line supervisor, with feedback provided to officers. All officers, including up to Deputy Chief Constable level, receive monthly examples to review, with observations feeding into a monthly learning forum. An externally chaired Stop and Search Scrutiny Panel regularly reviews grounds and body-worn video footage. Work has completed on a Stop and Search Charter, aligned with recommendations from the Casey Review. Annual Stop and Search and Use of Force data is published on the [force website](#). TASER use is subject to detailed supervision, analysis, and community scrutiny. Quantitative data is monitored through Power BI, and every TASER deployment, whether drawn, aimed, arced, red-dotted, or fired, is qualitatively reviewed. All deployment forms are scrutinised to ensure appropriate and proportionate use of force.

Race Action Plan Insight and Delivery Board

In 2022, Sussex Police established the Race Action Plan Insight and Delivery Board (RAPID) to oversee local implementation of the national Police Race Action Plan (PRAP), which aims to address the systemic disadvantages faced by Black and Black heritage people in policing and the wider Criminal Justice System. The force is committed to identifying and tackling disproportionality, ensuring that its policies, practices, and culture protect all communities from harm.

Race Equality Matters Accreditation

Race Equality Matters is a not-for-profit organisation supporting action-driven race equality in the workplace. In 2023, Sussex Police became the second UK force to achieve Bronze Trailblazer status and has now progressed to Silver Status under the Police Race Action Plan. This independent recognition reflects the force's proactive and multifaceted approach to addressing race inequality.



"I am asking you all to embrace brave leadership, professionally ethical curiosity and a commitment to be better as we explore, through our Race Action Plan Insights and Delivery Board, the real situation for people of colour in Sussex."

Chief Constable Jo Shiner – January 2024



We are Sussex Leaders Programme

Protect • Catch • Deliver

FIRST LINE LEADERSHIP

16 DAYS | 1,000 LEADERS | THREE TOPICS



LEADERSHIP



PERFORMANCE

DECISION MAKING



In 2025 Sussex Police launched a comprehensive leadership programme designed to bridge first line leaders and senior leadership across the force. Through a series of seminars and syndicates, the initiative provided enhanced support and mentorship, fostering stronger collaboration, ongoing connections and reinforcing a culture grounded in service to the public.



03: Responding to the Public



1. Current & Projected Demand

In 2024, demand into Sussex Police’s Force Contact, Command and Control Department (FCCCD) increased by 3% compared to 2023. This rise was driven entirely by a growth in 101 voice contact. The shift in channel usage appears to reflect improved 101 performance, following the implementation of the Vodafone Storm contact management platform at the end of 2023. Staffing enhancements introduced through the FCCCD Transformation Programme also contributed to improved performance as the new shift pattern aligns more closely with demand, ensuring resources are better distributed throughout the day. While this increase was within forecasted upper limits, accurately predicting contact demand remains challenging. Since the COVID-19 pandemic, public contact behaviours have continued to evolve, and the improved experience through 101 may be influencing channel choice in ways that are still emerging. The overall proportion of emergency contacts declined during the year, resulting in fewer emergency-graded deployments (see 3b). Changes introduced through the Right Care, Right Person approach also influenced demand, with a notable 27% reduction in reports of missing patients from hospitals. In October 2024, the introduction of a new incident grading policy (also see 3b) led to an 8% reduction in radio queue volumes, which has had a positive impact on Controller’s workloads and ability to manage contact demand overall.

999 Profile 2024

- Annual volume of 999 calls fell by -11% in 2024. There was an anticipated degree of seasonality with peak demand in August. Previous forecasting (anticipated rise in 999) was not matched albeit this was caveated with a degree uncertainty owing to the JCUT programme and delivery of Vodafone Storm. **Forecast:** currently projects a continued year-on-year decline in 999 of approximately 7–11% however, there is a degree of variance between upper and lower intervals. This is monitored closely.

101 Profile 2024

- Demand grew +23% in 2024 – matching the top end of the previous year's forecast. This appears to have been a combination of channel shift from both 999 and Webform, with additional growth. This rise follows a decline in 101 demand in preceding years. **Forecast:** Following recent growth, projections show 101 demand stabilising in the coming years, with potential for reductions owing to the Sussex Police Portal (CRM).

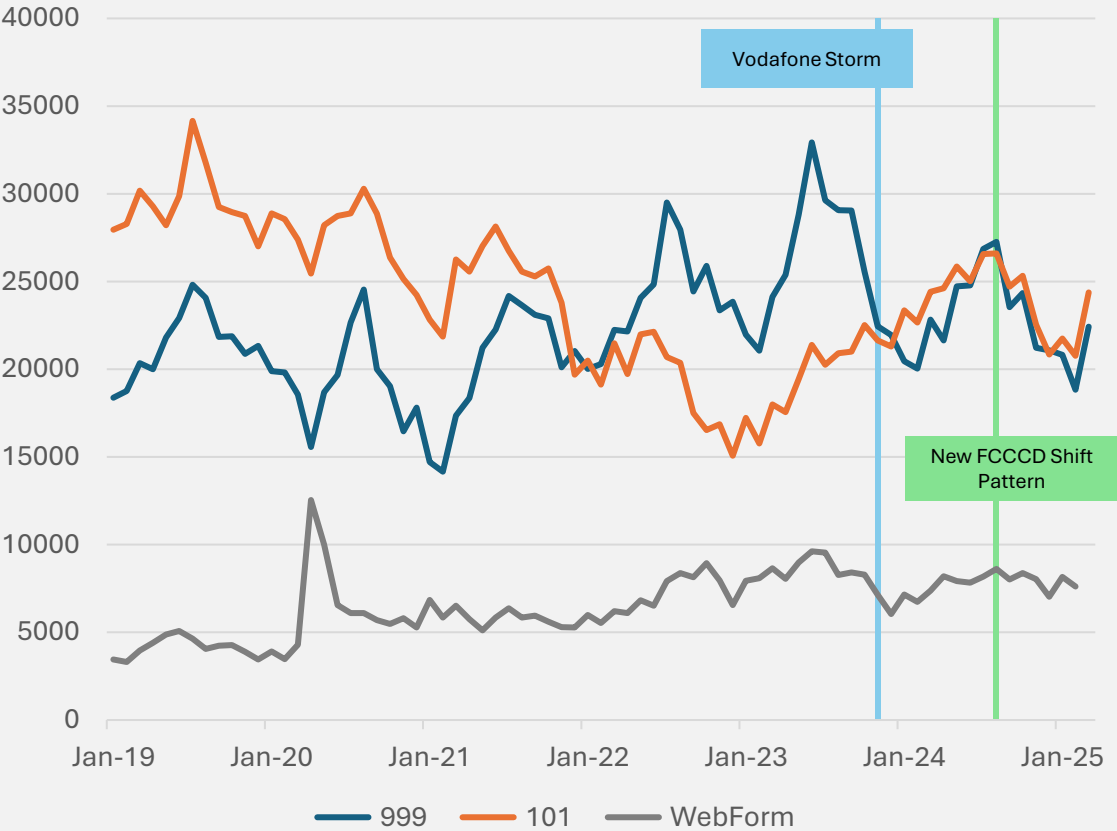
Webform Profile 2024

- Webforms reduced -6% in 2024. Similarly to 999, it is suspected that some Webform demand shifted to the 101 contact channel due to improved performance. **Forecast:** Webforms are projected to stabilise (with a degree of variation between intervals) – the Sussex Police Portal may also reduce Webform demand.

Fire and Ambulance Demand:

- Ambulance demand increased (fourth consecutive year) whilst Fire reduced following two years of sustained growth. **Forecast:** Projecting and 5% increase from Ambulance year on year, Fire demand projected to stabilise/fall albeit there is some unpredictability here.

Figure 3a-1: Total 999, 101 and Webform Contact – Jan 2019 – Jan 2025



The contact demand profile has fluctuated in the last five years. Changes made in and built upon since 2023 have further influenced this profile. Although it is difficult to ascertain concrete conclusions to any correlations, broader analysis suggests some evidence that channel shift is tied to performance. When 101 performance falls, 999 demand rises but dispatched emergency CADs reduce – this creates channel shift (non-urgent calls moving to 999). Figure 3a-1 shows that since Vodafone Storm came online all three demand channels have stabilised, with expected seasonal demand for 101 and 999 observed in 2024. Furthermore, the before unseen high volumes of 999 demand seen in 2022 and 2023 did not feature during 2024.

3a. Requests for Service (2)

Summary: Requests for Service primarily enter the organisation via the Force Contact Command and Control Department (FCCCD). Programmes of work in preceding years have reduced demand and improved performance. The department is now seeking to better maximise resource capacity to the demand profile and improve overall well-being of the workforce. The Sussex Police Portal may offer additional opportunities for streamlining contact and reducing demand on FCCCD.

2a. Workforce Assessment (FCCCD)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	AMBER	AMBER	GREEN	50 (283)

Current demand levels are manageable however, it is anticipated that during summer 2025 capacity will be tested. Demand is continuously monitored, with daily fluctuations occurring. Specific peak periods have been identified through analysis, and steps are taken to ensure staffing patterns provide greater capacity in response to these variations. Owing to fluidity and introduction of a new Citizens Portal which is expected to improve FCCCD demand, it is crucial to maintain a proactive approach, which avoids the risk of overcommitting resource capacity prematurely when anticipated demand is not realised. Moreover, with the correct utilisation of the Vodafone Storm telephony platform’s 'Flow' and login systems, effective demand management is more easily attainable (through automation), further aiding in the ability to increase capacity between contact platforms as required. Security of supply remains a concern within FCCCD, attrition rates fluctuate but can be high. FCCCD remains a feeder route into policing offering both benefits and challenges. Currently a high number of staff are in their probationary period following new intakes, particularly as new omni-competent roles move from contact handler to controller positions. Median length of service across the department is 4.9 years. This is comparatively low compared to other departments with smaller staffing levels. Well-being is an area of strong focus and improvements are being made, with further work to do. This includes force-wide approaches such as use of the award-winning Trauma Tracker by FCCCD supervisors (expanding this capability from frontline roles), as well as hot debriefs and defuse sessions with trained members of staff and mental health first aiders after high trauma situations. There are also a number of grassroot initiatives developed by staff members, such as the “Time for Tea” initiative. Notwithstanding these challenges, overall capability is good and the force has invested in this area as outlined in previous FMS documents. The department does have a number of long-in-service employees, a mixed economy of staff and officers, omni-competence across call and radio work, force-wide command oversight (Force Silver) and dedicated coaching for new starters. This is all enhanced by the technical capabilities of Vodafone Storm – an extremely valuable asset. Since its introduction in November 2023, performance has improved greatly and this has been sustained, with a redesigned shift pattern also contributing to better capacity and greater work/life balance for employees. FCCCD total strength is 97%. Police Enquiry Officers (PEOs – front officer staff) are at 88% strength. Systems and Quality (quality control) are at 84%.

2b. Asset Assessment (FCCCD)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

Figure 3a-2: 999 Performance – January – December 2024 (Answered within 10 Seconds and National Position)												
Month of 2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
999 Calls Answered within 10 Seconds (%)	95.7	94.3	94.7	93.6	94.5	91.8	92.6	91.6	93	91.8	94	95.7
National Position (43 Forces)	4th	2nd	1st	5th	1st	6th	5th	6th	6th	10th	7th	3rd

Figure 3a-3: 101 Performance – January – December 2024 (Average Wait Time and Abandonment Rate)												
Month of 2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average Wait Time (mins/secs)	01:25	01:53	01:47	02:27	02:17	03:10	02:46	03:20	03:35	03:52	03:26	01:57
Abandonment Rate (%)	5.0	6.3	6.1	8.4	6.9	11.1	9.3	10.8	11.1	12.4	10.3	5.4

The force measures 999 performance though the percentage of calls answered with 10 seconds – the preferred NPCC metric as per [POLICE.UK](#). Data for 2024 shows Sussex as a high performer, often within the top 5 forces and never below 91%. Performance for 101 is set to become a national standard (see step 3) however, 2024 saw reductions in average 101 wait times (RY = 03:02, -23.8%) and abandonment rates (RY = 9.7%, -24%) compared to 2023. Spikes in seasonal demand remain a factor and this impacts performance, something the force seeks to address through calibrating capacity based on demand.

3. Prioritisation & Planning

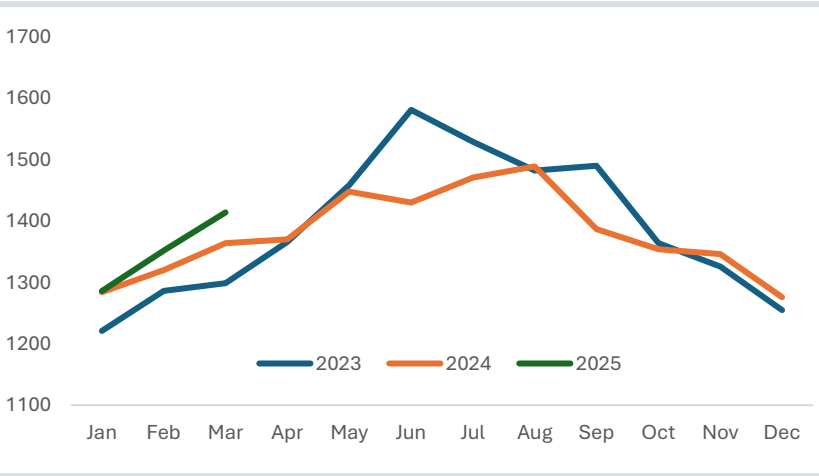
- **National Performance Changes:** From May 2025, national performance reporting will change. 101 median wait times will be published on POLICE.UK for national comparison, and technical updates to 999 metrics will improve accuracy, likely showing slight performance gains. Both changes aim to enhance transparency and drive **performance** improvements.
- **Sussex Police Portal:** The [Sussex Police Portal](#) has been delivered as part of the force's new Customer Relationship Management (CRM) platform. The Portal may offer further benefits for contact with exploration of additional functionality underway (see [slide 66](#)).

4. Risk Management

- **Force Silver Cadre:** Following a review of the Force Silver Role introduced in 2023/24 – gaps in resource numbers were raised as a risk. The Force is reliant on Chief Inspectors to perform this role to monitor force-level demand and capacity. Whilst there is no anticipation that the role could not be performed, the force is devising a plan to bolster the number of Chief Inspectors to perform this role and increase the cadre.
- **Mapping System:** The force has recently been informed the mapping system it uses will cease being supported and will be decommissioned in 2027. This is an integral system to resourcing and is maintained as strategic risk whilst replaced with an alternative system.

1. Current & Projected Demand

Figure 3b-1: Created Incidents (daily average per month)



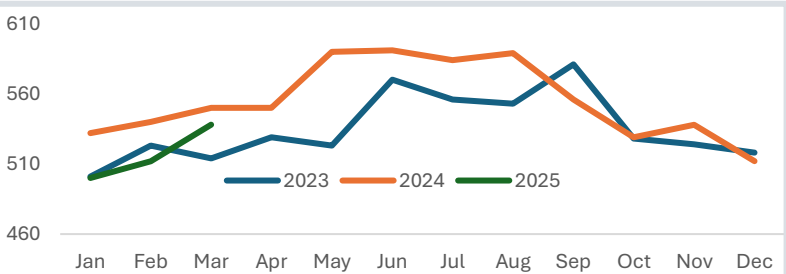
Force Grading Policy: The new Grading Policy has been implemented to improve demand management and streamline operations. A key outcome of this strategy has been a significant reduction in radio queues, driven by more efficient and effective demand management practices with shorter Service Level Agreements (SLAs). This sees the majority of demand addressed within 20 minutes (CAT A) or 1 hour (CAT B), ensuring that there is no backlog, and the longest wait time is capped at 24 hours (CAT C). Non-urgent CADs have been removed from the Response remit and transferred to the Initial Investigations Team (IIT), which has further contributed to reducing the size of radio queues. As a result, total radio queue volumes, which stood at approximately 400 in September 2024, have consistently remained below 100 since October 2024. The force has maintained a surge green status since October, demonstrating the success of this approach. The policy will be truly tested during summer 2025, and results will be reported in FMS 8.



Created Incidents: Created incident demand (measured by CAD volumes) reduced marginally in 2024. The demand profile was affected by both the new Force Grading Policy (October 2024) and Right Care, Right Person (April 2024) – both outlined in FMS 6 (section 3b). This has added a layer of complexity to analysing demand however, the force has used Power BI to retrospectively match the new grading policy (which uses categories) to the old (which used numerical grades) offering a degree of comparability. Figure 3b-1 shows that average daily demand was lower during the summer months of 2024, albeit emergency (CAT A/Grade 1) demand increased (by an average of four CADs per day) - this trend has been observed since 2020. It is anticipated that the new Grading Policy will reduce CAT A (Grade 1) incidents over time because some of this demand will move to CAT B (one hour response) which was observed during audit work. Once a full year of data has been captured the force will have a greater understanding of this impact. Crime incidents reduced slightly, but of note was Public Safety and Welfare CADs which reduced by an average of 30 a day in 2024. This category houses many sub types including Concern for Welfare, an incident type primarily targeted by Right Care, Right Person initiatives which have actively sought to ensure that the right agencies respond to this demand. One incident type of continued growth is Administration incidents. Typically, this category includes police-generated activity and messages for officers. It is hypothesised that improvements in victim communication through the new Sussex Police Portal may reduce some of this CAD demand over time, as victims can now contact officers directly through the Portal rather than on 101 or Webforms. However, as the changes outlined have also increased Response capacity we may also see an uplift in police-generated admin CADs related to pro-active deployments. January to March 2025 show higher daily averages than the preceding years, driven by increased reporting of non-urgent crime and ASB.

Dispatched Incidents: In 2024, Sussex Police dispatched officers to more total incidents than in any other year since 2015, with Response-specific dispatches reaching their highest levels since 2019 (see Figure 3b-2 for daily average last 3 years). On average, the force attended 30 more incidents per day compared to 2023, reflecting a notable increase in operational capability. This uplift is the result of both sustained investment - with more officers completing their probationary periods – as well as recent improvements in demand distribution through the new Grading Policy and Initial Investigations Team (IIT). The introduction of the new Grading Policy has reshaped how demand is managed, enabling response teams to operate more proportionately and efficiently. Response officers are no longer dispatched to non-urgent crime and non-crime incidents, which are now allocated to the IIT (Cat D) and Neighbourhood Policing Teams (Cat E) respectively. *(While this has improved resource allocation and victim satisfaction, it may lead to an apparent reduction in total attendance figures in 2025, as the force currently does not include virtual responses in its recorded attendance data).*

Figure 3b-2: Dispatched (daily average per month)

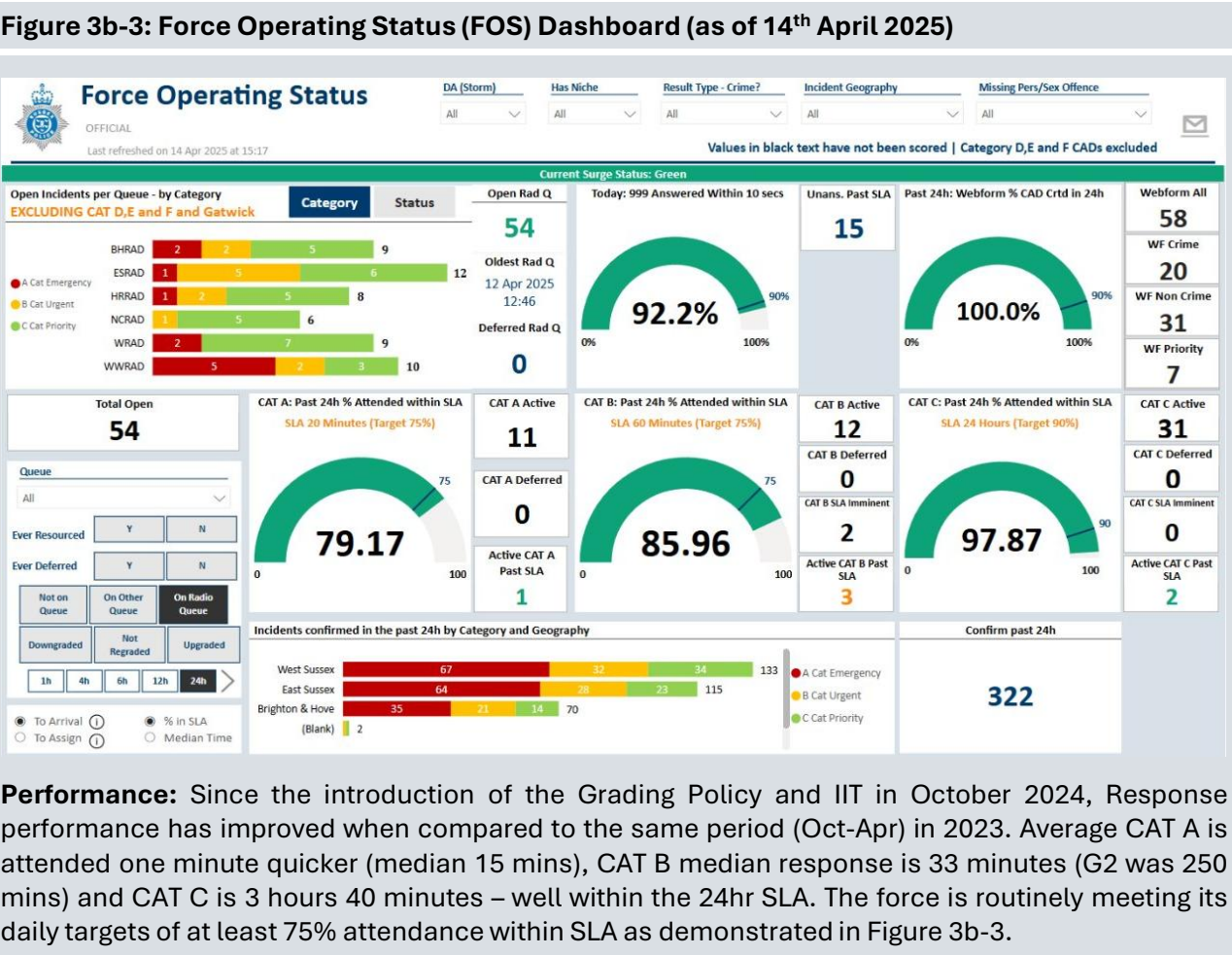


Virtual Demand Management: The Initial Investigations Team (IIT) are a new team who manage Category D demand – non-urgent, low THRIVE crimes. This demand was previously serviced by Response teams on radio queues. The IIT use video technology and an appointment system to improve efficiency, offering convenience to victims and completely removing travel time from the demand equation for the force. From the start of October 2024 to the end of March 2025, the IIT have serviced over 15,000 virtual appointments – demand which would have otherwise been stored on radio queues for first responders to attend.

Forecasting: Forecasted demand across created CAD Categories A to F is heavily impacted by the recent grading policy changes, limiting the reliability of most forecasts. Category A remains the only group with a stable historical baseline, making it the most reliable for forecasting. Categories B to F have undergone significant reclassification and forecasts for these will remain indicative until a full year of new data is available. The force has currently invested in a bespoke Machine Learning Project to assist us in improved forecasting of demand and capacity for Response (see step 3).

2a. Workforce Assessment (Response)						2b. Asset Assessment (Response)		
Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)	Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN	GREEN	GREEN	53 (695)	AMBER	AMBER	GREEN

Thematically, responding to the public is managed by various police units, including Neighbourhood Policing Teams (NPTs), Coaching Units (see [section 4](#)), and specialist resources (see [section 9](#)). However, the primary responsibility for managing this demand lies with the Response teams across the three divisions. In recent years, the force has made significant investments in the Response function, mandating a minimum 95% strength and streamlining demand. These improvements are reflected in the workforce assessment. The introduction of the Initial Investigation Team (IIT) and the new Force Grading Policy (see Step 1) has helped reduce the demand on first responders. All three divisions have benefited from these changes, increasing their capacity to handle incoming service requests and engage in proactive work. Response teams are central to local policing, which is why, following initial coaching, probationary officers spend at least six months in Response before rotating to the Response Investigation Team (RITs – see Section 5a). This builds essential skills in confidence, capability and conflict management, further reinforced through dedicated Continuous Professional Development (CPD) days. While the function generally benefits from a steady supply of new recruits, there can be periods of unpredictability. Some officers may not achieve Independent Patrol Status (IPS) on schedule, and others may leave the service early after deciding policing isn’t the right career for them. Workforce planning must also factor in career progression and movement into specialist roles which is the natural progression from Response. Well-being is a key area of investment, recognising that Response officers regularly deal with traumatic incidents, including assaults. The organisation meets its responsibilities under [RIDDOR](#), but the cumulative effect of trauma is more difficult to monitor. Tools such as the Trauma Tracker help supervisors understand the individual impact, and divisional well-being meetings guide the use of welfare budgets, from improving office spaces to upgrading rest areas. Assets are generally fit for purpose, though two areas of concern remain: vehicles and uniforms. Vehicle availability can be limited during shift changeovers, although the implementation of the force’s telematics and key safe programme (Project Thrifty – see [11e](#)) is expected to improve asset management over time. Uniform condition and fit, particularly for female officers, could be better. This is a national issue and the force is actively engaging with the NPCC and researchers to address it.



Performance: Since the introduction of the Grading Policy and IIT in October 2024, Response performance has improved when compared to the same period (Oct-Apr) in 2023. Average CAT A is attended one minute quicker (median 15 mins), CAT B median response is 33 minutes (G2 was 250 mins) and CAT C is 3 hours 40 minutes – well within the 24hr SLA. The force is routinely meeting its daily targets of at least 75% attendance within SLA as demonstrated in Figure 3b-3.

3. Prioritisation & Planning

- **Surge Plans:** Surge plans remain in place for periods of peak demand and are overseen by the Force Silver Commander. However, they have not been activated since the introduction of the Force Grading Policy (see step 1) in October 2024. The plans are actively being reviewed and enhanced to ensure improved **capability** and resource **capacity** when required. This review is currently underway and will be completed by the end of 2025 .
- **DA Arrest Alerts:** This is a developing plan for local outstanding DA suspects to be flagged to officers' MDTs in live time, in similar way to high-risk missing people. This approach will be location based and support officers' prompt arrest of outstanding suspects nearby. This project is being developed by the Niche team in collaboration with Response teams. It will enhance **capability** in the apprehension of suspects and increase **performance**, whilst safeguarding victims. There is no established time frame for this work.
- **Response Deployment Protocol:** The force is introducing a new deployment protocol for Response teams to reduce repeat attendance at incidents on radio queues. It aims to optimise resource use in line with the new Grading Policy, resolve incidents on first attendance (reducing **demand**), and provide a timely service to victims. The protocol will launch in June 2025, with impact to be assessed post-implementation.
- **Machine Learning Resource Allocation:** Using advanced data analytics and machine learning, the force is commencing a piece of work to understand how and where it places resources and how this relates to demand. This will initially consider the Response function. This is discussed in greater detail on [slide 65](#).
- **Virtual Response Expansion:** The IIT has proven effective in improving demand management and victim service (see steps 1 and 2). The force is exploring this approach further, split into two sub-phases. Phase 2a (ending June 2025) will assess team performance, forecasted demand, summer demand capacity, and business crime. Phase 2b (Autumn 2025) will evaluate other suitable demand types and required technologies. The project will produce an options paper (with resource and cost implications) for chief officer consideration, with implementation likely by spring/summer 2026. Led by the Continuous Improvement Team and Local Policing Service Improvement and Engagement Department (LPSIED), the work aims to streamline **demand**, increase responder **capacity**, and improve solved **performance**.

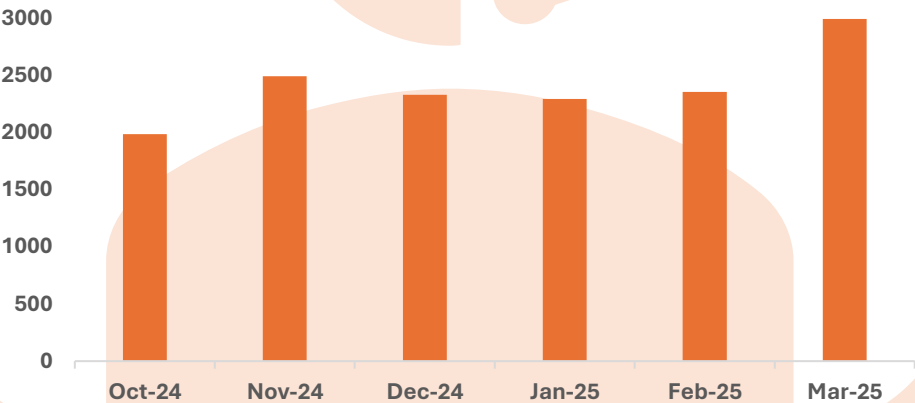
4. Risk Management

- **IIT Resourcing:** The IIT is currently at strength, but a proportion of the workforce is comprised of restricted duties officers (who cannot perform frontline policing due to illness or injury) and higher volume of part-time or flexible workers. This brings many positives but challenges also, one being capacity for peak demand. This problem is managed as a departmental risk and mitigations are in place. The first of these is the IIT surge plan which when enacted utilises planned progression days as appointment days, increasing responding capacity at the expense of initial investigation capacity. If there is any unmet demand remaining (SLA 72hrs) this is recategorised from D to C for attendance by Response within 24hrs. At the time of writing the team are meeting demand and changes in the Crime Management Unit will see 12 officers moving from this function to support the IIT from June 2025.

INNOVATION
EFFICIENCY

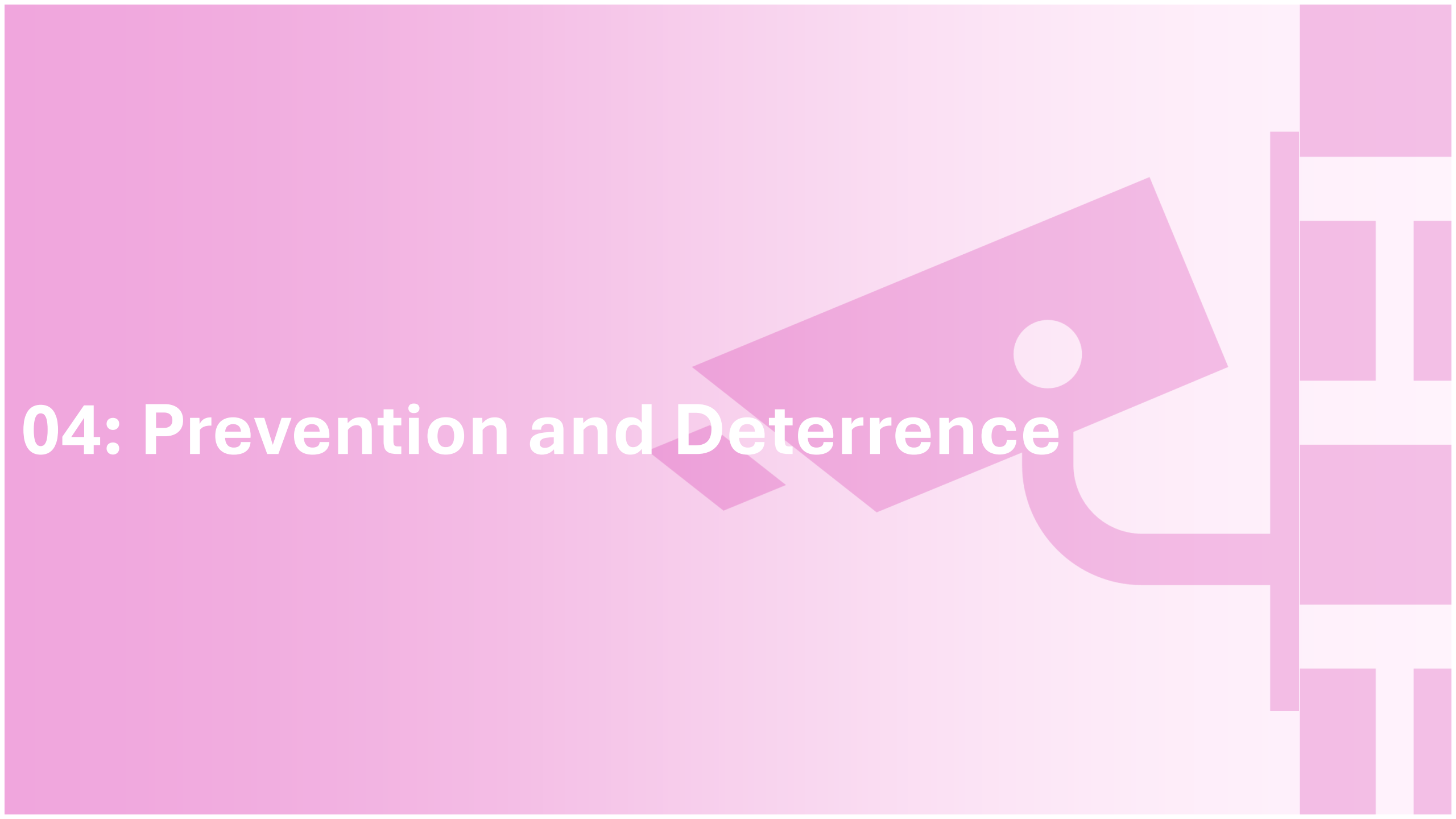
Sussex Police was one of the first forces to use video technology for some responses during the pandemic. The Initial Investigations Team has taken this approach further and revolutionised how the force manages and responds to volume crime demand. As of April 2025, since go live, the team have serviced **15,028 appointments** – averaging **84 per day** and meeting 94% of the total diary capacity. This model has significantly reduced pressure on radio queues and frontline responders, while providing victims with a more efficient and accessible service. To share the learning gained, the force ran a workshop for the College of Policing on the data driven approach that was taken to redesigning Contact and Response demand, and the introduction of the IIT.

Figure 3b-4: IIT Appointment Volumes Oct 2024 – Mar 2025



INITIAL INVESTIGATIONS TEAM

04: Prevention and Deterrence





1. Current & Projected Demand

Sussex remains a safe county with relatively low levels of neighbourhood crime compared to similar forces. Alcohol and drug related crimes fell by 14% in 2024/25, though the night-time economy remains a major driver of emergency demand, particularly on Friday and Saturday evenings. The busiest hour in 2024 was Saturday 21:00–22:00, averaging 18.6 Category A CADs. The force continues to prioritise Neighbourhood Policing Team (NPT) capacity, though abstraction remains difficult to track (see Step 3). NPT CAD deployments fell slightly by 0.5% in 2024, indicating resources are not being routinely diverted to Response demand (increasing deployments), as seen in some previous years. Anti-social behaviour (ASB) incidents rose by 16%, above forecast, with projected annual increases of 7–9% (the NPT review will address ASB – step 3).

Neighbourhood Crime Demand and Forecasting

- **Theft from the Person:** Slight rise in 2024/25, below forecast - projected 7–14% annual growth, although high uncertainty.
- **Bicycle Theft:** Down 15% in 2024/25; continued gradual decline forecast, but trends remain volatile.
- **Vehicle Offences:** Declining since 2023/24, small rise expected in 2025/26, then further decline, with unpredictable patterns.
- **Robbery:** Up 2% in 2024/25; steady 4–7% annual growth forecast, though volatility limits confidence.
- **Residential Burglary:** Slight drop in 2024/25 after previous growth, 3–7% annual increase projected, with some uncertainty due to recent changes in national recording practice.
- For full crime/ASB demand and forecasting data see [Appendix B](#)

3. Prioritisation & Planning

- **Neighbourhood Policing Review (Phase 2):** Phase 2 of the Neighbourhood Policing Review is focused on developing consistent role profiles aligned with core neighbourhood policing principles and the government’s neighbourhood policing guarantee. These have been assessed against the current operating model to identify areas for improvement. The review also covers key operational factors, including shift pattern alignment, intelligence use, staffing and vacancy management, estate, and the structure of meetings/briefings. Completion is scheduled for autumn 2025. This will increase **capacity** and **capability** – with clearer **performance** metrics.
- **Abstraction Policy:** A new NPT abstraction policy is being designed to provide clearer guidance on when NPT police officers can be abstracted from core roles. This policy aims to reduce abstractions from NPT for routine police work (namely, responding) unless in the most exceptional circumstances. Abstractions will be recorded solely on the [Neighbourhood Policing App](#) to standardise recording. Set to go live in May 2025.

2a. Workforce Assessment (NPT)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	GREEN	65 (202)

Capacity within NPTs varies between divisions. Both Brighton and Hove, and West Sussex have difficulty in maintaining PCSO establishment, with turnover in part driven by Police Officer recruitment. This is both a positive and challenging situation: new officers joining with beat experience is highly beneficial to the force, offset by a desire to keep PCSOs in post as long as possible. In recent weeks NPTs have started to fill vacancies for police officers which is increasing the enforcement capabilities of teams. Divisional Coaching Units (DCUs) moved to NPTs in October 2024 as phase 1 of an NPT review. Teams brief and work along side each other which has added some benefits, increasing NPT capacity for situations where large numbers of officers may be required (for example, warrants and cuckoo checks). The second phase of this review (see step 3) will align the teams more closely. Overall capability is good, with teams trained in SARA and problem solving. Security of supply varies but release of officers from other departments is slow, often owing to competing demands. Well-being is good, with NPT offering a positive work-life balance with no nightshifts and more time for proactive work. Total neighbourhood crime in Sussex remains low (see figure 4-1), with Sussex having the lowest rates per 1,000 population compared to similar forces. SMS average survey feedback for NPT is good. Vehicle assets are at times limited.

Figure 4-1: Total Neighbourhood Crime Volumes (Sussex and MSG Forces) 2024/2025 (ONS)

MSG Force	Neighbourhood Crime	Population (2021 Census)	Per 1000 Population
Leicestershire	8564	1,078,590	7.9
Essex	14538	1,862,848	7.8
Hertfordshire	8752	1,200,620	7.3
Avon and Somerset	13801	1,920,403	7.2
Thames Valley	16384	2,520,576	6.5
Hampshire	11417	1,860,283	6.1
Staffordshire	6810	1,135,893	6.0
Sussex	9505	1,708,313	5.6

2b. Asset Assessment (NPT)

Asset Availability	Asset Condition	Asset Security of Supply
AMBER	GREEN	GREEN

4. Risk Management

- **Resourcing Decisions:** In response to a shifting demand profile across response, prevention, and investigative functions, the force has made strategic resourcing decisions in recent years. This has included the reallocation of police officer roles from Neighbourhood Policing Teams (NPTs) to other priority areas, which in turn has affected enforcement capacity and increased reliance on PCSOs. Operating within these constraints has been challenging however, the force has implemented demand reduction strategies (see Section 3) and undertaken resource reorganisation (see Step 3) to ensure a more sustainable model. These measures place NPTs on a stronger operational footing for the future.



INNOVATION EFFICIENCY

Partnership Working and Youth ASB in Brighton and Hove

Brighton and Hove NPT work alongside partners to effectively target youth disorder in the city. Utilising an existing information system at no extra cost (DISC) the team developed a segregated viewing gallery that captures images of children committing crime / ASB. This system is accessed by School Head Teachers and has enabled the identification and subsequent engagement with young people who are actively causing issues. Youth teams then instigate interventions in partnership with other agencies to address behaviours to prevent offending. Furthermore, teams have started conducting patrols in youth hotspots with Headteachers and youth workers to divert young people away from ASB.

Neighbourhood Policing PowerApp

In February 2025, the force launched the Neighbourhood Policing PowerApp to standardise the recording of community interactions and abstractions from NPT. Replacing multiple forms and email submissions, the app streamlines administrative processes and ensures a consistent approach across the force. It integrates with a newly designed Power BI dashboard, enabling improved analysis of NPT activity - an area previously difficult to measure. Both the app and dashboard were developed in-house, with direct input from neighbourhood policing professionals.

Business Crime Reduction Partnerships (BCRP)

In the past year, successful prosecutions for retail crime increased significantly across Sussex, by 78% in West Sussex, 41% in Brighton & Hove, and 156% in East Sussex. Sussex Police has enhanced engagement with businesses and streamlined reporting pathways, improving visibility and response. A targeted approach on prolific offenders through Operation Apprentice, supported by CCTV, facial recognition, and coordinated case building, has more than doubled successful outcomes to over 3,400. This has resulted in robust sentencing, including Criminal Behaviour Orders and rehabilitation-focused conditions to curb offending behaviours when appropriate.

Rural Crime Team

Established in 2020 through Office of the Sussex Police and Crime Commissioner (PCC) funded investment, the Rural Crime Team (RCT) targets agricultural, environmental, heritage, and wildlife crime. At the beginning of 2025, the Sussex PCC and National Farmers Union (NFU) funded [1,000 SelectaDNA kits](#) for use within the agricultural industry. The RCT worked with rural communities and farmers to deploy these kits and preventative materials to deter thieves. In the case of marked plant and other agricultural property being stolen, the recovery of such equipment can be forensically traced back to the original owner via the unique SelectaDNA profile.

PREVENTION INITIATIVES

05: Investigations



5a. Volume Crime (PIP 1)

Summary: Volume crime demand fell slightly in 2024, partly due to changes in crime recording, but forecasts indicate sustained annual growth. High average workloads, particularly within a young-in-service workforce, remain a key challenge, with plans focused on reducing this pressure. Despite this, year-on-year improvements in solved performance provide reassurance that previous changes to volume crime investigation are effective.

1. Current & Projected Demand

Total Crime: Total recorded crime grew marginally in 2024 (0.1%) and is at the highest level since Niche was implemented (2016). This was within the lower forecast range (+5%). Growth was driven by serious crime (PIP 2 – see [5b](#)) as volume crime (PIP 1) reduced slightly.

Volume Crime: Total volume crime reduced 0.1% compared to 2023. The largest fall by crime type was stalking/harassment (-14%) but this was driven exclusively by the mal comms sub type. Total public order reduced owing to changes to the recording of section 5. Criminal damage fell by -6% - well below forecasting and the lowest level in the last 10 years, with no clear explanation why. Shopliftings grew +12%, an all time high but at a lower rate than preceding years due to changes to

Figure 5a-1: Recorded Crime 2024 (with 2023 and 2019 comparison)

	2019	2023	2024	% change on 2023	Volume change	% change on 2019	Volume change
Violence Without Injury	18,472	20,889	22,237	6%	1,348	20%	3,765
Shoplifting	9,275	17,338	19,431	12%	2,093	109%	10,156
Violence With Injury	15,214	15,894	15,840	0%	54	4%	626
Public Order	11,787	13,931	13,090	-6%	841	11%	1,303
Stalking and Harassment	11,650	14,673	12,608	-14%	2,065	8%	958
Criminal Damage	14,010	13,383	12,533	-6%	850	-11%	1,477
Other Theft	12,934	11,257	11,107	-1%	150	-14%	1,827
Vehicle Offences	9,728	7,636	7,077	-7%	559	-27%	2,651
Other Sexual Offences	3,316	3,921	4,230	8%	309	28%	914
Miscellaneous Crimes Against Society	2,885	3,053	3,710	22%	657	29%	825
Possession Of Drugs	3,677	3,148	3,458	10%	310	-6%	219
Possession Of Weapons	2,004	2,710	2,748	1%	38	37%	744
Rape	1,825	2,097	2,243	7%	146	23%	418
Burglary Business & Community	3,216	2,304	2,146	-7%	158	-33%	1,070
Residential Burglary of a Home		1,698	2,030				
Bicycle Theft	2,747	1,826	1,446	-21%	380	-47%	1,301
Trafficking Of Drugs	759	1,152	1,338	16%	186	76%	579
Theft From The Person	1,577	1,204	1,334	11%	130	-15%	243
Robbery	1,310	1,177	1,285	9%	108	-2%	25
Residential Burglary of Unconnected Building		851	1,215				
Arson	726	746	644	14%	102	-11%	82
Homicide	20	12	8	-33%	4	-60%	12
Burglary Residential	4,790	710					
Total	131,922	141,610	141,758	0%	148	7%	9,836

one touch reporting (with a greater focus on quality). Violence with injury increased +6%, a continuing trend since the pandemic.

Forecasting: Despite a decline in 2024, the longer-term trend for volume crime is expected to remain upward. The forecasting model projects a return to modest growth (approximately 1% annually) over the next four years. See [Appendix B](#) for more details.

3. Prioritisation & Planning

- Crime Allocation Policy:** An updated Crime Allocation Policy includes a new Proportionate Investigation Matrix (PIM), designed to help staff and supervisors assess cases based on viability and proportionality. This will support early closure of low-solvability cases, increasing **capacity** and improving **performance**. The PIM is awaiting sign-off and due to go live in Q3/Q4 2025.
- Niche Templates:** New and revised investigative templates have been added to Niche, including a RAG rating system to support consistency and improve investigation quality. These are scheduled for delivery in 2025 and will drive investigative **performance**.

2a. Workforce Assessment (RIT)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	GREEN	50 (257)

Volume crime investigations are carried out by a range of units, including Response, IIT (see [3b](#)), NPT, and DCU (see [section 4](#)) but the primary dedicated function sits with the Response Investigation Teams (RITs), based across each division. RIT capacity has improved since the last FMS, with team strength now at 96%. However, supervisory capacity remains a concern, as the volume of case reviews often exceeds available resources, plans are in place to address this (see step 3). RIT capability varies, with teams often staffed by officers early in their service. The median length of service for RIT constables is 2.5 years, though this is offset by experienced sergeants (average 10.8 years). The current rotation model sees officers move from Response into RIT after six months, providing a consistent pipeline of officers already trained in core policing skills. However, this does bring challenges, particularly around workload handover and added pressure on supervisors. Well-being within RITs has improved, attributed in part to changes in the Grading Policy and support from IIT, resulting in more manageable workloads and a focus on cases with higher solvability. Morale is improving alongside experience, and while assets are generally suitable, some RIT offices face workspace constraints at peak times.

Volume Crime solved performance is on an upward trend, observed consistently for the last 3 years. The Priorities Delivery Plan (PDP) provides an ambition for the force to reach 15% solved total by the end of 2025 and it is on target to achieve this. Total crime volumes in 2023 and 2024 were similar offering reassurance that the changes implemented in 2024 have positively impacted performance. RIT remain the top solvers of volume crime (half of solved), whilst Response solve a fifth. Owing to process changes, open crimes have reduced significantly (see [slide 33](#)).

FY 2022/23	FY 2023/24	FY 2024/25	Figure 5a-2: Total Solved Actuals 2022/23 – 2024/25: This improvement demonstrates the impact of the force's investment in resources and processes, solving 48% more crime in 2024/25 compared to 2022/23,
13,006	15,119	19,230	

2b. Asset Assessment (RIT)

Asset Availability	Asset Condition	Asset Security of Supply
AMBER	GREEN	GREEN

4. Risk Management

- Average Workloads:** Workloads impact well-being and the force is exploring all options to ensure workloads are realistic and manageable (see step 3). Currently RIT average workloads are 18 cases per investigator, lower than last FMS (20).

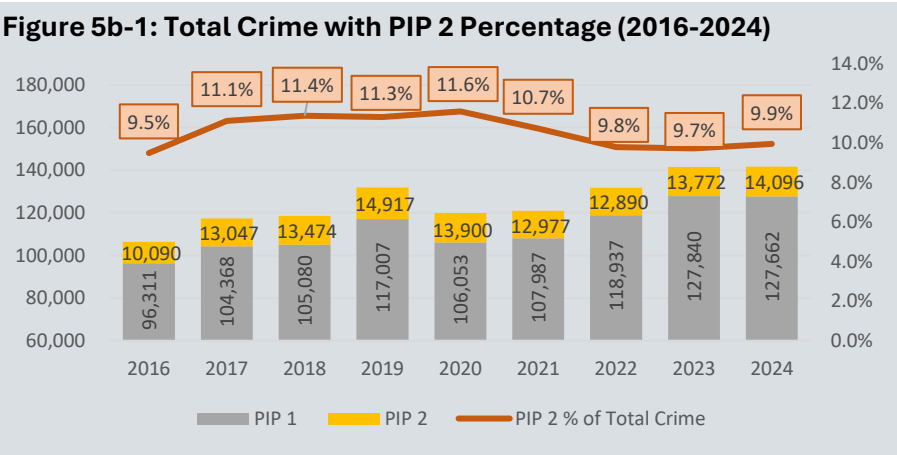
5b. Serious and Complex Crime (PIP 2)

Summary: Serious crime (PIP 2) continues to grow as a proportion of overall recorded crime, with forecasts indicating further increases. While detective shortages persist nationally, Sussex Police has streamlined DC entry routes to widen recruitment. CID performance is strong and improving, though workloads remain high, and strategic resourcing decisions are being made to meet rising PIP 2 demand and complexity.

1. Current & Projected Demand

Serious and Complex Crime: Serious, complex and high-harm crime levels in 2024 were the highest since 2019, accounting for around 10% of total recorded crime (see Figure 5b-1). Most crime groups saw increases, with notable rises in sexual offences, robbery, and drug trafficking. Sexual offences continued a long-term upward trend, with volumes more than doubling over the past decade (5,979 in 2024 vs. 2,241 in 2014). Robbery increased by 9% this year, continuing a post-COVID rise, although volumes remain just below the 2019 peak. If the trend continues, robbery is likely to exceed previous record levels during 2025. Drug trafficking offences reached an all-time high, in part reflecting proactive policing activity. While volumes dipped in 2022 during a period of reduced response capacity, they have since returned to an upward trajectory.

Forecasting: Forecasts indicate this PIP 2 trend is likely to persist, with an expected increase of 3–4% annually over the next four years, outpacing the projected growth for volume crime. This sustained rise is primarily driven by increases in high-severity offences, including rape, other sexual offences, robbery, and drug trafficking. Recognising this impact, major change programmes outlined in [section 6](#) aim to address this shift in demand.



Note: In 2024 crime designation by PIP were updated, slightly increasing the volume of PIP 2.

3. Prioritisation & Planning

- Crime Allocation Policy:** Outlined in 5a, the PIP will also affect PIP 2 - increasing **capacity** and **performance**.
- Suspect Management Policy:** Updated in March 2025, the policy changes who can designate suspects on Niche and introduces new terminology for people of interest (“named”). This will improve overall **capability** in apprehending suspects of crime, whilst improving data quality.
- PIP2 Investigator:** Work is underway to establish the feasibility of a transition course from PIP 2 Investigator (staff) to Detective Constable. The main barrier currently is pay as such a change currently requires leaving and rejoining the organisation resulting in a move from the top of one pay scale to the bottom of another. There is no current time frame for this work but it is currently under exploration.
- Workload Supervisor Response Plan:** This approach will formalise how supervisors respond to team members with high workloads identified through the PowerBI Workloads dashboard, improving **well-being**.

2a. Workforce Assessment (CID)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	GREEN	51 (109)

Serious crime investigations are managed across a range of teams, including Public Protection ([section 6](#)) and Intelligence/MCT ([section 8](#)), but Criminal Investigation Departments (CIDs) across the three divisions carry the primary investigative demand. Capacity has improved, with CIDs now largely at strength due to a steady flow of learner detectives supported by the force’s Detective Plan and an ACC-led Gold Group. While PIP 2 staff roles remain difficult to recruit, plans are being explored to address this (step 3). Complex case file work continues to impact capacity, though initiatives like the File Support Team (5d) are helping. CID capability remains strong overall, with a broad range of experience. While constables/DCs show a relatively low median service length (2.6 years), this is balanced by experienced detective sergeants (median 18.6 years). The launch of the Detective Constable Entry Programme (DCEP) in January 2025 (see [11b](#)) has widened the applicant pool by removing previous qualification requirements. CID continues to lose some experienced officers to specialist teams, which may affect long-term resilience. However, well-being is improving, linked to more manageable workloads and a stronger focus on return-to-work and stress management plans. **Performance is strong and rising** - 2024 saw the highest number of serious crime detections since 2017, and **the force solved over 500 more serious crimes** in 2024/25 compared to 2023/24.

2b. Asset Assessment (CID)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Detective Numbers:** Detective recruitment remains a strategic risk with oversight from the DCC, portfolio ACC and Head of Crime (also see step 2) as the force actively seeks to recruit more detectives. As of March 2025, the force wide shortfall is 24 DCs but options are continuously explored.
- National Investigators Exam (NIE):** Passing the NIE is a key component of the DCEP entry route. People Services have a departmental risk to ensure pass rates remain high, this is linked into the Detective Gold Group.
- Workloads:** Workloads impact well-being and the force is exploring all options to ensure workloads are realistic and manageable (see step 3). CID average workloads are 19 cases per investigator, lower than last FMS (20).

1. Current & Projected Demand

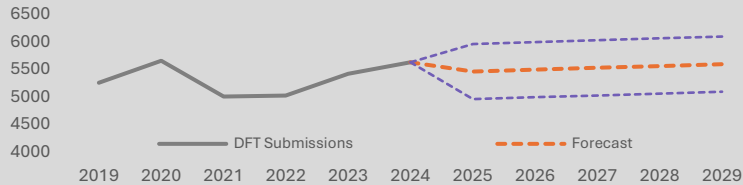
Note: Forensics is a collaborated function with Surrey Police and demand data refers to both forces.

Physical Forensics: Demand for physical forensics is measured through Crime Scene Investigator (CSI) deployments. Demand reduced -7% in 2024 compared to 2023 owing to the Forensic Science Quality Standards framework. It is expected this demand will remain steady over the coming four years through to 2029.

Digital Forensics: Conversely, submissions to the Digital Forensics Team (DFT) increased +4% in 2024 compared to 2023 (see figure 5c-1). Typically, each submission will result in multiple exhibits adding to demand. In 2024 the number of exhibits produced fell -2% because of stricter exhibit management (also see step 4).

Quality Management: This area is subject to SOP, high scrutiny and audit, in addition to accreditation. This adds additional layers of demand (see step 2).

Figure 5c1 – DFT Submissions 2019-2024 and Projected Demand* (2025-2029)



*Projected demand calculated using the MS Excel Forecast (95% confidence)

Figure 5c-1 shows a degree of variation between upper confidence and lower confidence boundaries for projected DFT submissions. Professional judgement is that this is an area of demand that will continue to grow, with current outsourcing costs outstripping available budgets.

3. Prioritisation & Planning

- Change in this area is driven by a Gold Group (Op Aladdin – see step 4):
- Merge of Tier 1 and Tier 2 Devices:** This will increase the speed in which data is secured from mobile devices and preserved for investigation. Due to be implemented Q3/Q4 2025 and is costed within the existing budget.
 - Investigations Manager:** This role will provide a better overview of proportionality of DFT submissions, streamlining **demand** and improving **capacity**. Due to be implemented Q2 2025 costing approximately £50k per annum (temporary contract). Financing for this is role secured from the existing physical forensics budget.
 - OCAT:** An options paper is being developed to understand how best to service the Online Child Abuse Team (OCAT – also see section 6b) who are high drivers of digital forensics **demand**.
 - Technology Strategy:** This is work in the early stages but there is the ambition to develop a technology strategy to provide a clear plan of the tools DFT require over the next three years, increasing **capability** and **performance**.
 - Demand:** Work is underway to reduce outsourcing costs generated by high levels of **demand** into DFT. This is a complex area, and the impact of options are not yet fully understood.
 - Police Reform Bill:** The newly installed Labour Government are introducing a Police Reform Bill and agenda. Within that proposed structure is a National Policing Centre which includes forensics. This is intended to go live operationally in the financial year 2028/2029. The force awaits further information as this progresses.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
RED	GREEN	RED	GREEN	GREEN	N/A

Overview: Well-being in forensics is rated good, with sickness levels below the force average. Annual psychological screening is in place for CSI and DFT staff. Workforce strength stands at 81%, mainly due to gaps in DFT and auxiliary roles, while CSI posts are fully staffed. Overall capability remains strong, supported by quarterly specialist CPD and other ad-hoc training when required. Sussex assets are assessed as suitable.

Physical Forensics: The CSI team is stable and meeting demand, with performance regularly monitored via Force KPIs. Since 2024, a renewed focus has improved outcomes, with an average of 105 forensic hits per month in the latter half of the year - an increase over earlier periods. Better recording of forensic hits on Niche and NICE Investigate has led to increased visibility and swifter progression of investigations by OICs.

Digital Forensics: This area has a younger, less established workforce, with high turnover driven by private sector competition and salary differences. This leads to increased costs in training to upskill new staff. Team capacity is not meeting demand, leading to growing outsourcing costs (see step 4). National KPIs are in development however, the Home Office 24-hour target for processing victim mobile phones in rape cases is consistently met.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Operation Aladdin:** This operation and Gold Group is coordinating the response to the outsourcing costs for digital forensics which routinely exceeds the budget of £184,000. The budget is not fit for purpose in 2025, and the force is proactively working to ensure digital submissions are proportionate (see step 3). Additionally, this problem is maintained as a strategic issue, with high levels of governance in place.
- ISO Accreditation:** One strategic issue and several departmental ones are maintained regarding forensic ISO accreditation. Work to achieve accreditation is ongoing and a new Quality Management team are now in place to co-ordinate this in line with national guidelines.



Innovation: Think Op Aladdin is an internal messaging campaign to frontline officers and staff to encourage them to think about the proportionality of recovering digital items for investigation. This approach is clear about the cost, timeframe and impact of this activity to prompt the frontline to consider this when seizing items. Over time, a review will assess the impact of this approach in spending.

1. Current & Projected Demand

Criminal Justice (CJ): The primary driver of CJ demand is the number of victims and witnesses awaiting court trials. These numbers have grown annually (see Figure 5d-1), with demand in 2025 increasing by 28% compared to 2022. If this trend continues, projections suggest that the force will be supporting nearly 30,000 victims and witnesses by 2029. This demand is primarily driven by two factors: improved investigative performance leading to higher charge rates, and persistent backlogs in the court system. In some cases, delays have led to cases being reworked, further compounding demand. The latter issue falls largely within the domain of the court system, making it difficult for policing to influence.

Custody: Demand on custody has become a high-profile issue since the last FMS, with national operations (Safeguard, Early Dawn, and Brinker) highlighting the crisis within the prison system, which in turn has placed additional pressure on policing. Custody detentions in Sussex grew by 4% in 2024, and this trend is expected to continue as the force works to improve outcomes for victims, in addition to wider external factors (for example higher cost of living, MH and substance misuse).

Case File Quality: More generally, the complexities of DG6 and the scrutiny around this is increasing CJ demand with quality controls leading to longer investigation lengths (Sussex being higher than the national average).

Figure 5d-1: Witness Care Unit Demand 2022-2025								
Actual Demand					Projected Demand*			
Year	2022	2023	2024	2025	2026	2027	2028	2029
Victims and Witnesses Supported	17,991	17,863	19,826	23,016	24,380	26,137	27,895	29,652

* Projected demand calculated using the MS Excel Forecast (95% confidence)

3. Prioritisation & Planning

Custody Transformation Programme: The force continues a wide range of Transformation Programmes aimed at enabling services. This includes CJ and Custody and as of May 2025 a Programme Manager has been assigned the project to commence work beginning over the summer. Once scoping work has concluded this will give the force options on how to proceed. As with similar programmes, the aim with be to find financial savings (see [section 1](#)) whilst increasing efficiencies – this has been achieved in other areas previously (see [11a](#)).



Innovation: The File Support Team (20 FTE) went live in January 2025 and is still embedding but has been created to offer administrative support to investigators with complex case file building. The FST will complete MG6 case file and information (including rebuttable presumption), full MG6 disclosure series (including MG6e), MG9, MG12, MG16 and any additional redaction not already completed but required for submission. This team does not replace the OIC as disclosure officer and workloads are distributed using a Power BI dashboard to assess severity of each case, age of the file and workloads of the current OIC. The impact of the team will be assessed in due course with data collated in a dashboard.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	GREEN	AMBER	GREEN	N/A

Criminal Justice: The increasing demand identified in step 1 is placing tangible pressure on the Witness Care Unit (WCU), impacting capacity. Currently, an average of 44 cases are entering the unit daily, up from 26 at the start of the year. Cases are assigned to Case Administrators (CAs) once a defendant is charged. CAs provide support for all guilty plea cases and assist with administration on not guilty pleas, typically managing 200–300 victims/witnesses each. For not guilty pleas, direct support to victims/witnesses is provided by Witness Care Officers (WCOs), who each handle 80–100 active cases, many involving multiple victims/witnesses. This rising workload is contributing to increased sickness rates, with stress-related illness being the most significant factor. Despite this, the Criminal Justice workforce is operating at 88% strength, maintaining high performance and strong experience levels (median length of service 9.7 years). Pre-charge case progression remains strong, with indicators such as triage acceptance, charge rates, NFA rates, and action plan rates all better than national averages (see [slide 34](#)). The force is ranked second nationally for out-of-court resolutions. CJ Assets are suitable.

Custody: The force operates Custody Centres across five locations. A lean operational model introduced in 2021 requires full staffing to run effectively but staffing challenges (especially for Detention Officers and during peak periods) persist. The force is addressing these gaps (see step 4) and wider structural issues (see step 3) to build resilience. Staffing is currently at 96%, with shortfalls exclusive to police staff roles. Facilities are largely suitable and despite the challenges outlined, performance (based on wait and detention times) is strong.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

Custody Resourcing Action Plan: This plan is used to ensure adequate levels of custody staffing at any given time. A workforce planning tool has been introduced to better manage vacancy gaps and a cadre of 60 Police Constables have been trained in the role of DO should significant gaps arise at short notice.

Witness Care Unit: Unit Managers have identified efficiency opportunities such as using digital tools and halted non-essential tasks. Some responsibilities have been redirected to CPS, courts, and custody, while discussions are ongoing with divisions to handover certain pre-charge tasks. Recruitment continues promptly within the 10% vacancy allowance, with any vacant roles filled swiftly. Benchmarking best practice with other forces is ongoing.

INNOVATION EFFICIENCY

A Victim First Approach to Managing Investigations

A key priority for the force is to minimise the impact on victims caused by long investigations. When cases are protracted, victims can be left without answers, updates, or closure which can add further distress at an already difficult time. Furthermore, the operational pressures associated with high caseloads are varied and can negatively impact officers' capacity to respond to competing demands and deliver meaningful outcomes for victims. The force is taking a Victim First approach to improve processes.

1

Changes to Filing Processes

New filing procedures introduced in Q1 2025 reduce administrative burden, enhance data accuracy, and streamline case progression. Supervisors can now directly file unsuccessful investigations and CRIs, improving officer oversight of caseloads and supporting more focused, timely investigations and updates. **The Crime Management Unit (CMU) continues to monitor outcomes using Power BI, ensuring compliance and maintaining public confidence.**

2

Changes to Crime Validation Processes

To address delays caused by validation backlogs, newly created investigations and CRIs now default to 'under investigation' in NICHE, eliminating the 'awaiting validation' stage. **This change provides officers and supervisors with clearer, real-time visibility of active workloads via Power BI dashboards,** improving operational planning. Officers no longer need to task CMU for validation post-recording, checks are conducted in the background, with any discrepancies corrected and flagged. This enables earlier filing of cases with no or exhausted lines of enquiry, with better management of victim expectations whilst increasing data accuracy and compliance standards.

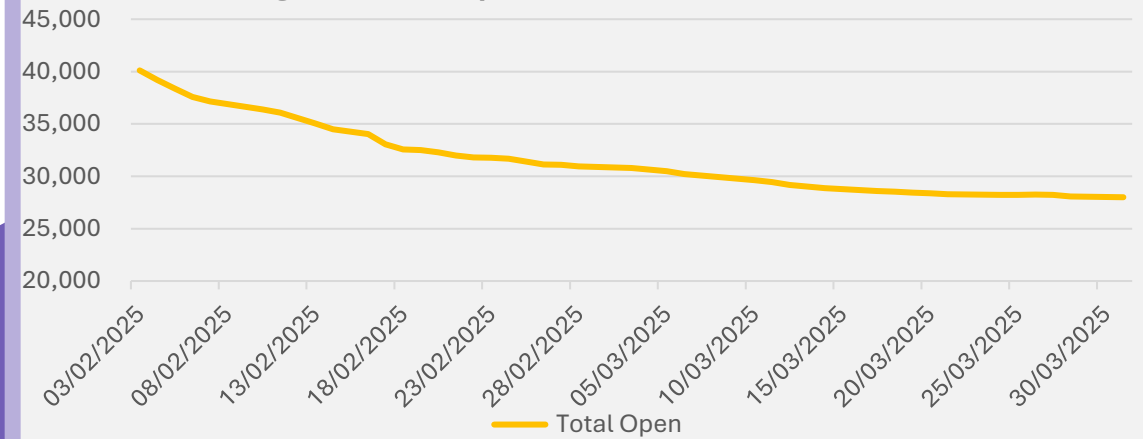
3

Impact of the Changes

Streamlined filing and validation processes have significantly improved workload management and investigative efficiency. Empowering supervisors to finalise cases and removing administrative bottlenecks has enhanced caseload visibility and ownership. **The number of open crimes and CRIs has reduced by nearly 12,000** (see figure 2), with previous backlogs eliminated. This has accelerated case progression, improved data accuracy, and strengthened operational planning. The reforms provide a clearer view of demand, enabling better resource prioritisation and laying the groundwork for sustained investigative improvements and better outcomes for victims.

4

Figure 2: Total Open Crime and CRI's – Force wide



VICTIM FIRST



myCJ



What case file build do I need?

What goes in my case papers?

INNOVATION EFFICIENCY

my CJ App – Smarter Case File Building

- **Streamlined Support:** Designed to help officers and staff build better case files, aligned with national standards.
- **Two Core Tools:**
 - **MG Series Guide** – Clear, section-by-section breakdown of every case file element and its purpose.
 - **Interactive Scenario Tool** – Tells investigators exactly which papers they need based on their case.
- **Works With You:** Used side-by-side with Niche - perfect for building files in real time.
- **Cut the Admin Clutter:**
 - Fewer action plans from supervisors and CPS.
 - Helps get it right the first time - reducing file rejections and paperwork upgrades.
- **Faster Charging Decisions:** Better files mean fewer delays at CPS triage.
- **Always Up-to-Date:** Maintained by CJ to reflect current guidance on all MG forms.
- **Flexible Access:** Use it on desktop, laptop, or smartphone - reference it while building on another device.
- **Quick and Easy:** As little as **5 clicks** to save time and reduce effort.

A PowerApp is a Microsoft tool for creating custom business apps that connect to data from platforms like SharePoint and Microsoft 365. Sussex Police PowerApps are designed in house by the Digital Innovations Team, in conjunction with police practitioners.



06: Protecting Vulnerable People



INCIDENTS

CRIME

FORECASTING

1. Current & Projected Demand

- Incidents (CADs) with Domestic Abuse (DA) markers remained stable in 2024. There was slight shift where crime related incidents went down but non-crime went up.
- Overall, the force recorded approximately 89 DA related incidents per day. Attended incidents rose (66 per day) with the remaining unattended managed by the IIT (3b).
- DA related crime reduced 4% whilst non-crime rose 9%. The reduction was driven by a fall in malicious communication offences. However, PIP 2 (serious) DA crime increased (to the highest volume the force has ever recorded) – driven by RASSO, stalking and violence without injury. There was a slight increase in high-risk DA safeguarding forms.
- Stalking offences increased 5% during 2024 (+0.4 crimes per day).
- VAWG flagged crimes reduced 8%.
- DA crime is forecasted to remain stable in the coming four years.
- Stalking offences are forecasted to rise 1-4% each year.
- VAWG flagged offences are forecasting a slight decline over the coming years (-5%).
- See Appendix B for detailed forecasting information.

3. Prioritisation & Planning

- Bluestone Team:** The Public Protection Review (Phase 1) will bring about changes to how domestic abuse cases are investigated. Once live, this will see the creation of a new team (Bluestone) operating across five countywide hubs: Brighton, Eastbourne, Hastings, Littlehampton and Crawley. Bluestone teams will investigate adult rape and serious sexual offences (RASSO – see 6c), honour based abuse and forced marriage (see 6d) and **high-risk domestic abuse, high-risk stalking, and high-risk breach of SPO**. This change brings a higher degree of specialism to the investigation to the most serious cases of DA and stalking in line with national best practice (Operation Soteria). Other cases (standard and medium risk) will still be investigated by existing resources as outlined in step 2. This change will reorganise existing Safeguarding Investigation Units but also see an uplift in Public Protection posts, resulting in greater **capacity, capability** (through specialisation), improved **well-being** of the workforce, and a better service for victims – leading to greater solved **performance**. The team will go live in May 2025.

2a. Workforce Assessment (Thematic)

DA, stalking, harassment, and VAWG offences are managed by a range of teams based on severity and complexity. Initial response is provided by Response teams, but also Neighbourhood Policing Team (constables), Coaching Units, or specialist resources. Non-crime DA incidents (e.g. verbal arguments) may be resolved at first contact, with safeguarding measures put in place. Non-emergency, standard THRIVE DA demand is managed remotely via an appointment-based system by the Initial Investigations Team. Further investigations are allocated by offence type: PIP 1 crimes are retained by Response Investigation Teams, while more serious PIP 2 cases are managed by CIDs or SIUs, depending on the offence (however, this is set to change in 2025 - see step 3). Capability is strengthened through mandatory training on DA, stalking, and controlling/coercive behaviour, with all new officers attending the College of Policing DA Matters course. Officers also have access to guidance via the CrewMate MDT app and risk assessments for DA and stalking cases are reviewed daily by supervisors to provide additional oversight. The force has embedded DA Champions and stalking SPOCs to offer specialist investigative and safeguarding advice, enhancing capability further. Multi-agency safeguarding is coordinated through MARACs. Additionally, the Complex Domestic Abuse and Stalking Unit works with high-harm offenders to reduce reoffending, through a multi-agency approach funded by the Sussex PCC’s High Harm Domestic Perpetrator Programme. In October 2024, the force launched its non-contact sexual crime strategy addressing the approach to investigating specific trigger offences (exposure, voyeurism and spiking) which disproportionately affect women and girls and can lead to further offending. **Performance is growing.** In 2024 **DA crime solved proportion increased 73%, stalking solved grew by almost a third, and VAWG rose by just over 13%**. Strategic direction and investment has placed solving high harm crimes and supporting victims as a priority of the force (step 4). Regionally, Sussex is a leader for Stalking Protection Order (SPO) acquisition, with 31 interim and 99 full orders active as of May 2025.

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	N/A	N/A	AMBER	N/A

2b. Asset Assessment (Thematic)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Strategic Objectives:** Sussex Police is making active decisions, driven by the Priorities Delivery Plan, as to where to focus resources to improve outcomes for victims. Domestic abuse, stalking and VAWG offences are insidious crimes, all of which are more likely to affect women and girls. They are high harm and can cause lasting damage, thus remain a priority for the force. Plans outlined in step 3 show further investment and uplift in this area and this is at the expense of others. This is however the current operating environment, and new approaches to tackle volume crime (see 3b and 5a) ensure we still deliver a service to victims of other crime types, in ways that are sustainable, efficient and proportionate.

1. Current & Projected Demand

VULNERABILITY

CRIME

FORECASTING

- 2024 saw a 7.3% increase in the number of safeguarding referrals made for children (Child to Notice submissions). On average, this was 135 referrals per day. This is likely because of continued emphasis on the importance of safeguarding children (VOICES and Think Child campaigns) and improvement to the referral mechanism (SIGNS 2).
- Adult referrals increased less (1%) averaging 90 reports per day.
- Crimes with a child victim reduced slightly in 2024 compared to 2023 after three years of continued growth (averaging 36 crimes per day). The fall is mainly driven by reductions in violence and mal comms offences whilst harassment increased, with overall crime plateauing (see [section 5](#)).
- Rape and sexual offences with a child victim increased (averaging 6.9 crimes per day and 40% of all sexual offences in 2024).
- Crimes with a vulnerable adult referral averaged 33 per day.
- Child abuse is anticipated to increase in line with crime types (particularly violence, DA and sexual offences).
- Safeguarding submissions have increased year on year, and this is likely to continue.
- See [Appendix B](#) for detailed forecasting information.

2a. Workforce Assessment (Thematic)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	N/A	N/A	AMBER	N/A

Child abuse investigations involve a wide range of policing professionals, from first responders and investigators to specialist safeguarding units. The Online Child Abuse Team (OCAT) leads on offences involving online harm to children, including indecent image offences (IIOC). Safeguarding is coordinated through four Multi-Agency Safeguarding Hubs (MASH), where police staff work alongside partner agencies to review all referrals and protect vulnerable children and adults. MASH officers also represent Sussex Police at MARACs. Identifying vulnerability is a shared responsibility across the force, reinforced by the Think Child/VOICES campaigns and a new Vulnerability Strategy (2024-2027) to build awareness among all staff. Referral forms are submitted via MDT and overseen by supervisors. Data analytics supports early identification of high-risk individuals, with live dashboards combining police and local authority data. This allows direct access to relevant records by key professionals, streamlining multi-agency response. Operation Encompass adds further safeguarding by alerting schools when a child is present

at/witnessed a domestic incident attended by police. This capability has improved with SIGNS 2 and is now automated. Solved crimes with a child victim **increased by 7.5%** in 2024 showing an increase in investigative performance.

2b. Asset Assessment (Thematic)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

3. Prioritisation & Planning

- Iris Team:** The Public Protection Review (Phase 1) will introduce changes to the investigation of offences involving children and some adult offences. A new team (Iris) will be established across four countywide hubs (Brighton, Eastbourne, Littlehampton, and Horsham) to investigate various serious offences, including child deaths, child sexual exploitation (excluding online grooming), child sexual abuse, neglect, abduction, harmful traditional practices, and adult protection offences involving abuse of position of trust. Child victim’s must be 17 years old or under at the time of reporting. The Iris team’s approach, inspired by Operation Soteria and similar to the Bluestone team, will shift towards a specialised model replacing the current regional, omni-competent model used by the Safeguarding Investigations Unit (SIU). The new structure will go live in May 2025, with resources reallocated from the existing SIU. Anticipated benefits include clearer team remits, enhanced **capability** through specialisation, improved workforce **well-being**, and better victim service outcomes all contributing to higher solved **performance** and better safeguarding opportunities.
- Public Protection Review (Phase 2):** Once Phase 1 of the Public Protection Review concludes, the second phase will commence. This will focus on the resourcing and remit of other Public Protection Teams including OCAT, VISOR and MASH.
- Youth Produce Self-Generated Images:** As of April 2025 Sussex Police has adopted the [Childline Report Remove tool](#) and updated its approach to self-generated indecent images by categorising them as either aggravated (involving coercion, grooming, or extortion) or non-aggravated (typically adolescent misjudgment). Aggravated cases are investigated, while non-aggravated cases focus on safeguarding, using the Report Remove tool to remove images and prevent criminalisation. This proportionate approach aligns with NPCC guidance and may reduce investigative **demand** and improve safeguarding.

4. Risk Management

- Child and Young Person Dashboard:** Currently the force does not have one single dashboard that collates and filters data solely around CYP. Whilst a technical solution is possible demand on developers outstrips resource. Whilst the production of a dashboard is on hold, practitioners can access relevant data across multiple existing dashboards. This is monitored as a departmental risk.
- OCAT Demand and Capacity:** Detailed in 7a (step 4) this risk is also relevant here.



Innovation: The Children Service’s Child to Notice Dashboard has been live for two years in East Sussex, with partners expanding shared data sets. The updated DPIA is ready for sign off. Brighton & Hove are testing data access, and West Sussex is in early design stages for data transfer.

1. Current & Projected Demand

- CRIME
- Serious offences, particularly sexual crimes, continued to trend upwards in 2024 with sustained increases recorded across both rape and other sexual offence categories.
 - While the overall volume of these offences remains lower than higher-frequency crime groups, their high-harm nature and investigative complexity present considerable implications for operational delivery and strategic resource planning.
 - The combined total for the Sexual Offences crime group rose by 7.5% in 2024, reaching an all-time high. On average, 6.2 rapes (increasing from 5.6 last year) and 11.6 other sexual offences were recorded per day.
 - Within the ‘Other Sexual Offences’ category, growth was driven by emerging offence types including those related to the sharing of intimate images. Some offence types (such as sexual activity with a child) saw marginal reductions. Notably, all rape offence types increased in volume year-on-year.
 - Forecasts indicate a continued steady rise in sexual offences, with expected growth rates of approximately 5–6% annually. However, further increases may occur as new offence classifications become more prevalent.
 - Low in volume but high in complexity, these cases require extended investigations and intensive victim support, placing ongoing pressure on specialist teams and safeguarding partners.
 - **Strategic decisions made now (see step 3 and previous sections) which will increase resilience to meet projected demand.**
 - See [Appendix B](#) for detailed forecasting information.

3. Prioritisation & Planning

- FORECASTING
- **Bluestone Team:** As part of the Public Protection Review (Phase 1), the force will replace the current Safeguarding Investigations Unit omni-competent, geographical model with a specialist approach. Newly established Bluestone Teams will lead on adult rape and penetrative sexual offence investigations, including non-recent cases. Existing SIU resources are being uplifted to support this shift, with anticipated benefits including increased **capacity**, enhanced **capability** (through specialisation), improved officer **well-being**, and a better service for victims, supporting continued **performance** improvements. This team will also investigate high-risk domestic abuse and stalking cases, as well as harmful practices - see [6a](#) and [6d](#) (step 3).

2a. Workforce Assessment (SIU)

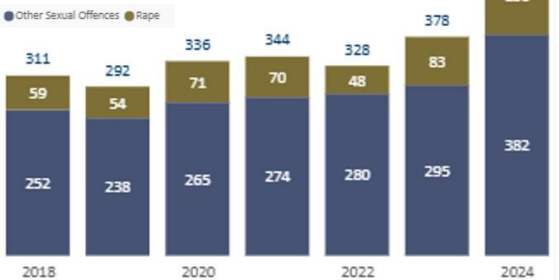
Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	AMBER	GREEN	60 (82)

Safeguarding Investigation Units (SIUs) currently operate across each division using an omni-competent model to investigate high-risk offences against vulnerable people – this model will change imminently (see step 3). Collectively SIU is at 94% strength, the force having prioritised detective posts here. Victims are supported by Sexual Offences Investigations Trained (SOIT) officers, and Administrative Support Assistants (ASAs) remove some demand from investigators (also see FST – [5d](#)). An Interim Rape Investigation Team provides dedicated capability for RASSO investigation pending wider changes to Public Protection. National detective shortages are problematic (discussed in [5b](#)) and the SIU workforce is relatively young in service (median 3.3 years) but is bolstered by experienced sergeants (16.5 years). Well-being is largely linked to workloads (see step 4). The force continues to invest in specialist training for officers/staff: RASSO Investigative Skills Development Programme (RISDP) = 157 | Specialist Sexual Assault Investigators Development Programme 1 & 2 (SSAIDP) = 46 (1) & 23 (2)

PERFORMANCE

Investigating and securing positive outcomes for victims of rape and sexual offences is a strategic priority under the Force’s Priorities Deliver Plan (PDP). Dedicated resources and enhanced training aligned with Operation Soteria have led to a 64% increase in solved rape offences and a 30% increase in solved sexual offences in 2024 compared to 2023.

Figure 6c-1: Solved Crime Volumes 2018-2024



2b. Asset Assessment (SIU)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- **Operation Soteria and Risks:** The force has embedded Op Soteria at the heart of the Public Protection Review. Where the force is not in line with Soteria best practice, Public Protection departmental risks and issues are documented to ensure any barriers are resolved and overcome.
- **Workloads:** SIU median workloads are 20 cases per investigator. This is higher than desired (see step 3).



Innovation: In advance of the Bluestone Team going live, Public Protection (PP) have run a “try before you buy” inspired scheme to encourage officers and detectives into Bluestone Teams on six months attachments. This has included eye catching intranet posts, case studies with existing officers and detectives, and promotion through senior leader engagement. At the end of the attachment, the scheme guarantees a full-time role in PP or employees can return to previous posts if desired.



1. Current & Projected Demand

- MENTAL HEALTH
- HATE CRIME
- HARMFUL PRACTICES
- Crimes flagged with a mental health (MH) marker have demonstrated significant year-on-year variability. Following declines in 2021 and 2022, volumes increased in 2023 and rose further in 2024, reaching the highest level recorded to date. This reflects an 8% annual increase, equating to approximately one additional MH-flagged offence per day, with the primary contributors being assaults on constables and emergency workers (see Op Cavell step 2).
 - As the MH flag is manually applied, overall volumes are also influenced by data quality, officer discretion, and increased awareness of mental health-related vulnerabilities.
 - Although ‘Concern for Safety’ CAD demand has reduced since RCRP changes (see 3a), crime volumes involving mental health markers remain unchanged. This may reflect better identification and recording, highlighting the ongoing operational impact of mental health.
 - Forecasting projects a gradual upward trajectory over the next four years, with an expectation of continued small annual increases equating to one additional offence per day on average.
 - In 2024, recorded hate crimes increased by 8%, equating to approximately one additional offence per day. This growth aligns with previous forecasts and reflects rising volumes across all strands of hate crime. Racially motivated offences remain the largest proportion.
 - Drivers for increases are varied and may be linked to both better recording and wider social tension. International events (particularly the Israel Gaza conflict) and national disorder in the summer of 2024 (Op Navette) are likely contributors (also see 9a).
 - Forecast suggest that Hate crime offences will continue increasing by 3-5% per year.
 - Harmful practices is an umbrella term which includes female genital mutilation (FGM) and associated offences, forced marriage and so-called honour-based abuse (HBA). Sussex records a very small number of these offences annually. In 2024 just under 70 HBA SCARF forms were recorded, the same as in 2023.
 - Owing to low recorded figures, forecasting is not feasible. However, professional judgement is that these crimes are underreported and primarily affect ethnic minority communities with the UK. Better police engagement with such communities and wider education about harmful practices may lead to increased reporting.

3. Prioritisation & Planning

- Bluestone Team:** From May 2025, the newly formed Bluestone Team will take on investigations into certain harmful practices, including forced marriage and honour-based abuse. Though reported crimes are low in volume in Sussex, these offences align with the team’s other specialisms in high-risk domestic abuse, stalking, and sexual offences (see 6a and 6c). This integrated approach will enhance safeguarding, improve victim engagement, and support stronger investigative outcomes (**performance**).

2a. Workforce Assessment (Thematic)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	N/A	N/A	GREEN	N/A

Response to these incidents may involve a mix of first responders, investigators, and safeguarding specialists, depending on the circumstances. Mental health (MH) has a dedicated force lead and three Liaison Officers, each specialising in different MH areas. While the previous "street triage" model ended with NHS centralisation in 2024, Sussex emergency services now access MH rapid response support via the [Blue Light Line](#). Operation Cavell has been refreshed locally, reinforcing the assumption of suspect capacity in cases where staff are assaulted in MH settings. Hate crime is monitored by Hate Crime and ASB Coordinators alongside Neighbourhood Policing Teams (NPTs), ensuring timely completion and triage of hate crime risk assessments. Harmful Practices investigations are supported by a broad network of Single Points of Contact (SPOCs) across divisions, FCCCD, and Gatwick Airport. The force has both a Strategic Lead (D/Supt) and a Tactical Lead (DCI), with 46 active SPOCs - an increase of eight since the last FMS. **Performance has improved across both hate crime and MH-flagged offences.** Solved hate crime volumes rose by 42% (+177 offences), with the overall solved rate increasing from 11.8% to 14.4%. This positive trend continued into FY 2025/26, with Q1 showing a further rise to 16.2%, driven by an increase in charges and postal requisitions.

MH flagged crimes reached an all-time high, with 51% more crimes solved in 2024 than the year before (625 offences), driven by charges and community resolutions.



2b. Asset Assessment (Thematic)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Trust and Confidence in Sussex Police:** Trust and confidence in policing are essential for all communities. For both hate crime and harmful practices, there are current and historic barriers that may undermine trust, leading to underreporting and victim harm. The force recognises this as a strategic risk across portfolios.
- Community Engagement Advisors:** Embedded across divisions they engage with diverse groups and foster positive relationships, while force champions provide strategic leadership.

INCIDENTS

FORECASTING

1. Current & Projected Demand

- In 2024, missing person incidents reached an all-time high, with an 11% increase in CADs compared to the previous year. On average, the force recorded 41 missing person incidents per day, seven of which were assessed as high risk (Category A).
- Attendance also reached record levels, with officers attending approximately 29 of these incidents each day, placing sustained demand on frontline resources. Following the introduction of the new grading policy, the majority of low risk and medium risk missing person cases are classified as Category C. Around 10% of all cases require a more urgent response and are graded as Category A or B. Most high-risk cases are correctly prioritised as Category A, while approximately 15% fall into Category B. No incidents have been classified Cat D, reflecting robust triage and risk assessments.
- The force can reasonably expect missing incidents to remain a growing feature within the demand profile. Total missing person incident demand is forecasted to increase +9% in 2025/26, with similar forecasts for the three years after.
- See [Appendix A](#) for detailed forecasting information.

Prioritisation & Planning

- **Missing Persons and Police use of Social Media:** The force will conduct analysis into the impact of social media use for suspect, witness and missing person appeals. Whilst there is some assurance these appeals are impactful, the aim of this project is to understand why some appeals are more successful than others, and the impact of time, content (words and images), algorithms and cost (paid posts) for each. This is an exploratory piece of work between Media and Communications and Corporate Development, with a terms of reference due to be set in June 2025. The work will be concluded by the end of the year and is cost neutral to the force. Dependent on the findings, this may increase **capability** when posting missing person appeals.



Innovation: Police funded GPS telecare devices use satellite technology to track individuals who may become lost or disoriented, such as those with dementia, brain injuries, or learning disabilities. Worn when leaving home, the device updates the user's location every four minutes, accurate to within 10 meters outdoors. Carers can access real-time location data online or via a 24/7 response centre staffed by trained operators, providing reassurance to families and enabling timely, appropriate responses by police when needed. These devices are particularly useful for managing purposeful walking or wandering behaviours, reducing repeat high-risk missing person episodes.

2a. Workforce Assessment (Thematic)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	N/A	N/A	GREEN	N/A

The force takes a multi-faceted approach to locating missing persons, guided by THRIVE based risk assessments and aligned with College of Policing APP definitions (low, medium, and high risk). Initial response and enquiries are led by Response teams ([3b](#)), with high-risk cases supported by Neighbourhood Policing Teams ([section 4](#)) and Operations Command Units ([section 9](#)) to increase search capacity. A divisional inspector oversees high-risk searches, while divisional Missing Persons Teams, comprising mainly police officers and supported by coordinators, manage ongoing/historic cases. In urgent scenarios, such as missing children in crowded places, the force can rapidly deploy large scale resources. All such cases trigger safeguarding referrals. For complex or prolonged incidents, the Search Unit provides specialist support, including 24/7 access to Police Search Advisors, Licensed Search Officers, and accredited volunteers. The force works closely with partners (including British Transport Police, hospitals, the coastguard and Beachy Head Chaplains) to locate missing people as required. Additional search assets are very good – this includes but is not limited to dogs, drones, cameras, ANPR, thermal imaging, helicopters, specialist lighting equipment and financial/phone analysis – all of which are available 24/7 through specialist teams or callout facilities. Attendance performance to missing persons is good – in 2024 the average response time to high-risk (CAT A) incidents was 19.5 minutes, within the 20 minute target time.

2b. Asset Assessment (Thematic)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

Risk Management

- **Resource Deployment:** Whilst there are no specific risks within this arena, missing person incidents (particularly high-risk) can be extremely resource intensive. This can reduce overall capacity for responding to other incidents. However, the Force Silver role, Force Operating Status dashboard and surge plan ([section 3](#)) give the organisation reassurance that such scenarios can be managed whilst dedicated resources are secured.



Innovation: East Sussex Missing Persons Team received the 2025 national Compassionate Service Award at the [Missing People's Police Partnership Annual Awards](#) held in March. The awards aim to showcase national best practice. The team were recognised for their caring approach towards families, and it was highlighted how they are quick to engage interpreters and face to face meetings in cases involving foreign nationals.

INNOVATION EFFICIENCY



Sussex Police operators deploy DJI Matrice 30 drones equipped with thermal imaging, spotlights, and speakers to support nighttime policing in Brighton, Worthing, and Bognor Regis. The drones enhance efforts to tackle VAWG, complementing traditional foot patrols and national initiatives such as StreetSafe. They are especially effective during high-footfall events like Freshers' Week, as well as in challenging areas like Brighton's beach.



The force conducts a regular survey of women and girls, both within the force and the wider community, to strengthen its understanding of Violence Against Women and Girls (VAWG) in Sussex. Insights from the survey help shape the force's approach to national initiatives, partnership work, and the development and deployment of police units.

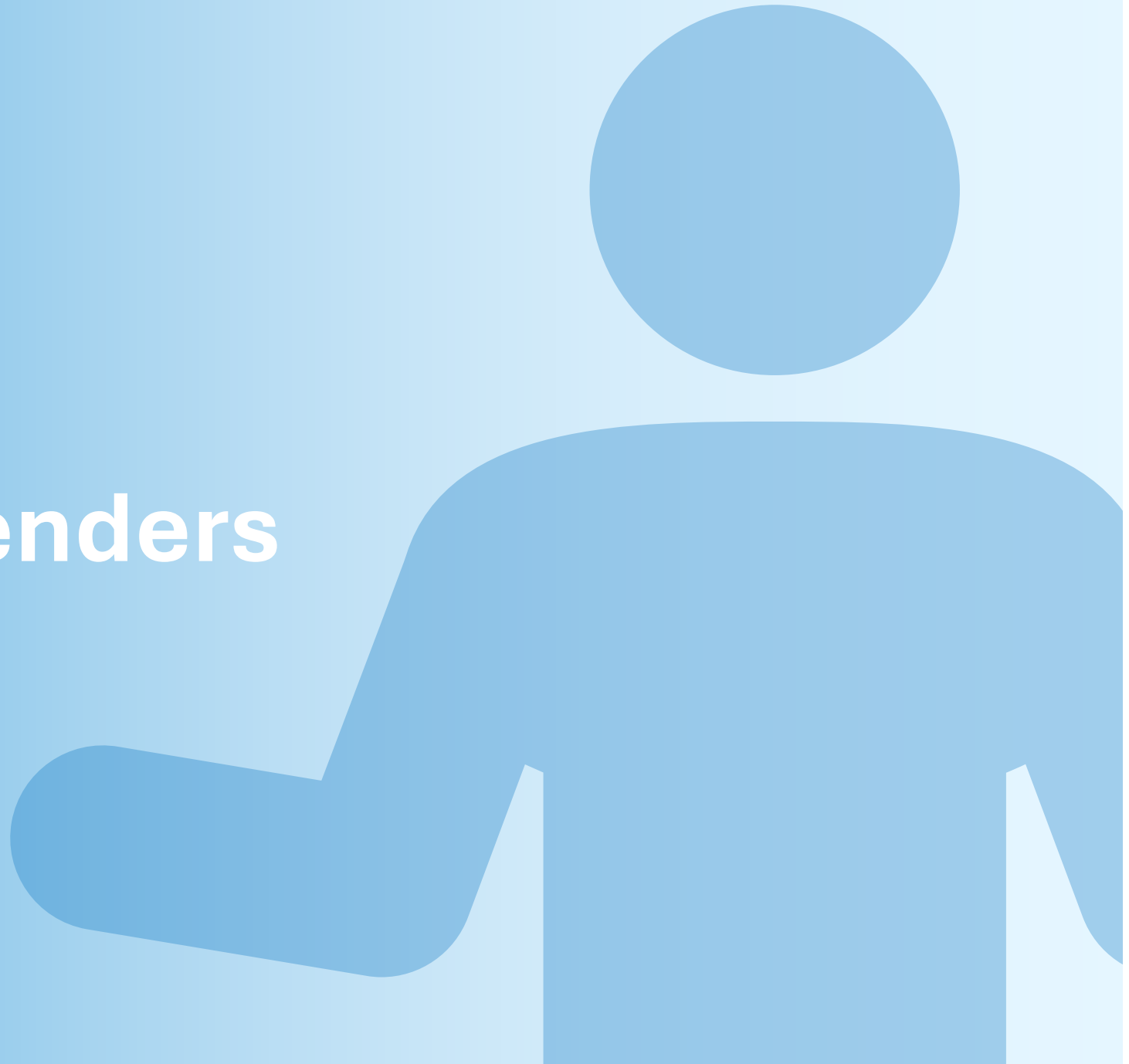


Sussex Police data scientists use Power BI to build dashboards that support proactive policing. Operation Denver highlights suspects with repeat links to sexual offending without conviction, enabling ViSOR officers to obtain Sexual Risk Orders (SROs) to manage harm.

TACKLING VAWG

* VIOLENCE AGAINST WOMEN AND GIRLS

07: Managing Offenders



1. Current & Projected Demand

The Violent and Sexual Offender Register (ViSOR) teams manage the most dangerous and high-risk offenders when they are released from prison, as well as all offenders placed on the sex offenders register (RSOs) who live in the community. This is in accordance with the statutory requirements of the multi-agency public protection arrangements guidance (MAPPA). RSO management is the greatest driver of demand on ViSOR teams and this trend continued in 2024/25, with a +6% increase, whilst RSOs in prison reduced slightly. Projected demand shows the number of RSOs in the community increasing each year through to 2029. However, professional judgement indicates this is conservative and external factors including changes in processes (NCA – see step 4) and new generative technologies (AI) will greatly increase RSO demand in the coming years.

Figure 7a-1: Sussex Registered Sex Offenders – Actual and Projected Demand*

Actual Demand															Projected Demand			
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Community	1029	1154	1222	1257	1401	1533	1560	1709	1765	1828	1997	2031	2129	2246	2338	2385	2523	2613
Prison	428	435	452	457	479	512	541	553	515	494	505	510	518	507	513	520	526	532

*Projected demand calculated using MS Excel Forecast (95% confidence)

3. Prioritisation & Planning

- Public Protection Review – Phase 2:** The force is undertaking a review of how Public Protection collectively operates. Phase 1 is currently in progress due to be delivered by May 2025, addressing adult and child protection, and the investigation of RASSO and high risk DA (see [section 6](#)). Phase 2 of the review will commence after this and includes ViSOR within scope, as well as the Online Child Abuse Team (OCAT – see [6b](#)). OCAT is the investigative arm of the force that charges online sex offenders which in turn creates demand on ViSOR managing these offenders, many of whom reside within the community. There is no current time frame or cost analysis regarding phase 2.



Innovation: ViSOR officers maximise the opportunities routine visits to RSOs offer. During one such visit, officers found an offender to be in possession of suspected class A substances. Following his arrest, officers used additional search powers accorded to them and during this located several electronic devices and bank cards which were in contravention of the offenders Sexual Harm Prevention Order (SHPO). The offender was charged to court and subsequently remanded for multiple breaches of his SHPO.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	AMBER	GREEN	GREEN	GREEN	75 (4)

ViSOR teams are currently operating at 95% strength, with offender managers bringing a high level of experience (median length of service 19 years). Each offender manager currently oversees an average of 54 cases, which is an increase from the previous FMS assessment and slightly above the national benchmark of 50, reflecting the rising demand identified in step 1. Overall capability remains strong. Operation Denver enhances the force’s ability to proactively identify individuals suspected of multiple sexual offences but not convicted, using a dedicated Power BI dashboard. This supports evidence gathering for Sexual Risk Orders (SROs), helping to manage risk and reduce reoffending. However, increasing community RSO demand is beginning to stretch capacity, and future operating models will need to consider how this demand is best met (see step 3). ViSOR has invested in training for key assets such as Automated Digital Forensic (ADF) devices to upskill staff in their use. Nonetheless, broader access to technologies such as ADF devices could be better, with improved availability identified as a future development goal. ViSOR performance is measured by outstanding visits and reviews of managed offenders. There are currently no concerns regarding well-being or performance, with key performance indicators routinely monitored and met.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
AMBER	GREEN	GREEN

4. Risk Management

- NCA Demand:** Recent changes within the National Crime Agency (NCA) have resulted in a significant increase in the volume of CyberTipline referrals processed from the National Centre for Missing and Exploited Children (NCMEC). This rising demand is being passed on to police forces. In Sussex, 2024 saw a 30% increase in referrals, with a further 40% rise projected for 2025. These referrals are initially handled by the OCAT Referral Unit (ORU), where Identification Officers work to identify victims depicted in the imagery. Cases are then progressed to OCAT and, where offenders are convicted, passed to ViSOR for management. A modest increase to ORU (0.6 FTE) has been used to meet the initial demand. However, the Public Protection Review (Phase 2) will seek to address the longer-term impact of this change. The force maintains a departmental risk linked to this increasing demand, including the eventual demand impact on ViSOR teams.

7b. Integrated Offender Management

Summary: Integrated Offender Management is co-ordinated across the three divisions by IOM teams. Demand is currently managed, and teams have sufficient capacity and capability. Both well-being and performance are good, and cost analysis indicates that IOM activity is effective. Security of supply can be problematic but vacant posts are soon to be filled. Sussex IOM teams are highly regarded nationally for how they manage SCPOs.



GREEN

44

1. Current & Projected Demand

The force employs a fixed, flex, and free model to identify and select offenders for the Integrated Offender Management (IOM) programme, designed to manage individuals at risk of reoffending. This approach aligns with national recommendations and provides a structured method of offender selection. In September 2023, the criteria for the fixed cohort were revised, leading to a significant reduction in its numbers (-46%). As a result since 2023, the flex cohort has increased by +51%, and the free cohort has grown by +15%. Overall, there has been a slight decrease in total cases (-5%). Professional judgement projects these numbers to grow increasing demand on IOM to the levels seen before the changes made to the fixed cohort. IOM also manage offenders with certain orders (SCPO and STROs – see below), breaches of which result in an investigation. This demand is somewhat hidden but is growing and may increase as such orders become more commonplace. *Note: the force does not conduct forecasting on IOM data owing to the nature of the demand model.*

- Fixed Cohort:** Includes persistent offenders involved in neighbourhood crimes such as burglary, robbery, theft from a person, and theft from or of motor vehicles.
- Flex Cohort:** Comprises individuals who don’t meet the criteria for the Fixed cohort but have similar needs, reoffending risks, or offence types, and are likely to impact neighbourhood crime.
- Free Cohort:** Based on local priorities or probation recommendations, including recipients of Serious Crime Prevention Orders (SCPOs) and other ancillary orders (including Slavery and Trafficking Prevention Orders – STROs), violent offenders (aged 18-25) with repeated violent or weapon-related crimes, violent offenders targeting emergency workers, health staff, or retail workers, and members of organised crime groups (OCGs), street gangs, or those involved in county lines, habitual knife carriers, and individuals with concerning associations. PowerBI dashboards enables better identification of harmful offences through data analytics.

3. Prioritisation & Planning

- Monthly Performance Meetings:** There were previously discrepancies in how police visits were recorded by the regional probation administrative team. To ensure accuracy and consistency in data recording on probation systems, a plan was made to introduce monthly performance meetings between Sussex IOM teams and their respective Regional Probation Managers. These meetings were introduced in March 2025 and have already shown some initial success. This includes rectifying how performance measures are recorded to ensure accuracy. Whilst in the early stages, the effectiveness of monthly meetings will be assessed by the IOM Inspector in due course, with further improvements made as required to improve partnership working increasing **capability**.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	AMBER	GREEN	GREEN	N/A

IOM is formed of a mixed economy of police staff and police officers with a team on each of the three divisions. This approach provides a broad range of capabilities in what can be a challenging vocation. The word vocation is reflective of the character of our offender managers in IOM, with many staff spending significant portions of their career here. This is demonstrated in the median length of service which is high at 19 years and represents the degree of experience across these teams. Capacity is similar to the previous FMS assessment, at approximately 20 offenders per manager (in line with national guidance). Well-being is assessed as being good however, IOM teams are relatively small so any abstractions or periods of sickness can cause unbalance. Furthermore, security of supply can be challenging owing to the time it takes to release officers from other areas of the force, particularly from high demand areas such as Response and Investigations. Recent vacancies across two divisions have impacted capacity however these posts have been recruited, and new officers are scheduled to join the IOM in the coming weeks. The teams work closely with partners, particularly the Probation Service and will proactively assist probation in getting the correct offenders onto IOM if required. KPIs are maintained by the Probation Service with three visits per week to fixed cohort offenders – this is routinely met. Between September 2021 and April 2025, 572 offenders have been through IOM and cost analysis indicates this as a saving of approximately £943k in reduced offending. This offers assurance that the work of IOM teams is positively impacting the communities of Sussex. Assets are all assessed as being sufficient for the nature of IOM work.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

There is no unmanaged demand or risks within this section.



Innovation: Sussex Police has developed a proactive, face-to-face model for managing Serious Crime Prevention Orders (SCPOs) through the Integrated Offender Management (IOM) team, replacing the traditional remote monitoring approach still used by most forces. This model strengthens engagement, improves compliance, and reduces breaches through early intervention and close partnership working with divisions, ROCU, prisons, and probation. Recognised nationally as best practice, the Sussex model has been described as the “gold standard” and is now being considered for adoption by other forces – with Sussex IOM teams providing advice and guidance.

08: Serious and Organised Crime (SOC)

A stylized, abstract graphic of a person running, rendered in two shades of teal. The figure is composed of geometric shapes: a circle for the head, a trapezoid for the torso, and several angular shapes for the limbs, suggesting motion. The figure is positioned on the right side of the slide, facing left.

8a. Serious and Organised Crime Overview

Summary: The force has a wider variety of SOC assets and works closely with Surrey Police, SEROCU and regional forces in targeting serious organised crime. A recent HMICFRS inspection rated Sussex with the highest grading amongst all forces in the region although there is room for improvement. The force is working through all AFIs whilst balancing difficult resourcing decisions



AMBER

46

Demand is informed by the Surrey and Sussex Strategic Assessment 2024-2026 - Workforce Assessment is informed by the HMICFRS Inspection of SEROCU (August 2024)

1. Current & Projected Demand

Child Criminal Exploitation (CCE): Improved analytical tools and cohort analysis are enhancing the proactive identification of CCE. Vulnerable children are increasingly at risk due to rising poverty, social isolation, and school absence - factors exploited by criminal networks. CCE remains closely linked to modern slavery, with around two-thirds of British MSHT victims criminally exploited children.

Child Sexual Abuse and Exploitation (CSAE): Sexual offences against children have increased in the last year. Indecent images of children (IIOC) rose by 20% and grooming by 17%, which is consistent with national trends. Demand in this area is anticipated to rise and become much more complex as children spend more time online and artificial intelligence and virtual reality technologies develop. Self-generated indecent images and associated blackmail is an emerging and growing issue.

Modern Slavery and Human Trafficking (MSHT): Modern slavery accounts for 0.1% of crime in Surrey and Sussex, with a local decline in recorded offences contrary to national trends, likely due to changes in legislation and NRM referral processes. Organised immigration crime, though lacking detailed data, is increasing and placing greater demand on investigative resources. There is significant overlap between MSHT and OIC.

Drug-Related Harm and County Drug Lines (CDL): Drug-related harm and deaths are rising, driven by a changing drug market that includes increased use of synthetic opioids and cannabis. County Drug Lines continue to expand, often linked to violence and the exploitation of vulnerable people, with Sussex ranking as the fourth most affected county by London-based CDLs.

Organised Acquisitive Crime (OAC): Acquisitive crime has risen over the past two years in line with national trends, with commercial targets including ATMs, cigarettes, and industrial equipment.

Serious Violence: Serious violence accounts for approximately 12% of crime, with white males aged 25–34 most affected and females overrepresented in domestic cases. Youth involvement and drug-related factors are key drivers. Knife crime remains low locally (possession offences less than 1%).

3. Prioritisation & Planning

- HMICFRS Areas for Improvement (AFIs):** Sussex Police has four AFIs from the HMICFRS Inspection of SEROCU. The force is working to complete these within the target completion range (August 2025), with one (AFI 10) completed and self-certified (awaiting sign off). AFIs are maintained on the force risk register for governance.



Innovation: Sussex was a pilot force for Serious Violence Reduction Orders (SVROs) which were trialled between April 2023 and April 2025. During this time, 35 orders were granted by the court upon conviction, but the force considered over 1,000 suspects for eligibility, with an additional 50 court hearings pending sitting. Whilst the application process has now ended, existing orders remain in place until October 2025 allowing officers to stop and search anyone issued with an SVRO for knives and weapons without additional grounds. The Force is working with the Home Office to offer feedback on the order acquisition process and the use of stop and search powers granted by SVROs.

2a. Workforce Assessment (Thematic)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	AMBER	AMBER	AMBER	AMBER	N/A

HMICFRS graded the force as adequate in how it tackles Serious and Organised Crime (SOC). This was the highest grading of the four regional forces within the assessment. The national shortage of detectives was highlighted as an issue affecting capacity in Sussex (also see [5b](#)), and analytical capacity is at times stretched by reactive demand, leaving less time for proactive and preventative work. Recruitment in this area is complex, compounding this issue further (also see [8d](#)) impacting security of supply, as the specialist skills required take time to recruit and train. Notwithstanding these challenges, the inspection highlighted several strengths, recognising that the force effectively uses and regularly updates SOC local profiles developed with partners, which are accessible across intelligence systems. Training and support is provided for Lead Responsible Officers (LROs), and the learning board facilitates organisational learning by reviewing SOC operations which is shared with relevant teams and departments. The force maintains good working relationships with SOC partners, involving them in local tasking and intelligence sharing and engages with proactive initiatives like Clear, Hold, Build, working with partners to tackle issues such as cuckooing. Additional strengths include the appointment of three exploitation coordinators who provide valuable advice on safeguarding victims, and an effective Integrated Offender Management (IOM) team that manage Serious Crime Prevention Orders (also see [7b](#)).

2b. Asset Assessment (Thematic)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

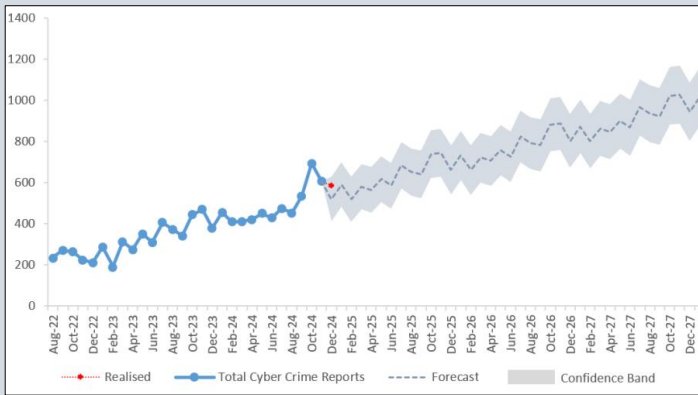
- SOC Capacity and Capability:** The force is actively seeking to increase detective capacity (see sections [5](#), [6](#) and [11b](#)) as it contends with a national shortage. This has led to difficult decisions about where to place current detectives and local policing and public protection have taken primacy. This is mitigated by a wide variety of SOC resources and assets, as detailed in the force's response to HMICFRS under AFI 10 (recently submitted).

This section is informed by data and information provided by the South East Regional Organised Crime Unit (SEROCU) Cyber Crime Department. Cyber Crime is now a collaborated function managed by SEROCU. Data refers to the South East region.

1. Current & Projected Demand

The analysis of CMA (Computer Misuse Act) reports to Action Fraud reveals a steady increase in submissions since August 2022. Initially, reports were around 200 per month, reflecting a growing awareness of cyber crime. However, in mid-2024, a significant surge occurred with reports rising sharply to about 400 per month. This increase suggests heightened public awareness, changes in reporting behavior, or adjustments in how cases are categorised by Action Fraud. The new higher baseline indicates this surge is not a one-time event but rather a shift in either cyber crime activity, reporting practices, or Action Fraud's handling capabilities. Contributing factors could include rising high-volume CMA crimes like social media account takeovers, malware, and credential stuffing, as well as greater public engagement with cyber crime prevention. Ultimately, this trend highlights the escalating nature of cyber crime and the growing strain this is having on policing resources. Current forecasting projects demand rising at a gradual rate through to 2027 which at the

upper limit could exceed 1,200 cases per month – double the reporting seen in 2024. However, greater investment across UK cyber security may see actual CMA offences reduce, challenging this forecast. Any demand growth will impact the capacity of cyber crime resources (see step 4).



3. Prioritisation & Planning

- South East Cyber Crime Pilot:** The pilot (April 2024 - March 2025) has demonstrated collaborated gains in **capability** resulting in improved **performance** in how Sussex Police and regional police partners investigate cyber crime. This approach has enhanced functionality, such as a 24/7 on call service for requiring cyber crime expertise in critical cases. Staff **well-being** has improved. The pilot officially ended at the end of March 2025 but the arrangement continues pending a full evaluation by the Home Office and NPCC, after which forces will need to assess whether to continue. The pilot was cost neutral, with Sussex and Surrey providing their existing collaborated cyber provision: 1 X DS | 5 X DC | 1 X Staff Investigator | 1 X Analyst | 1 X Financial Investigator.

2. Workforce Assessment (Cyber Crime Unit)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	GREEN	83 (3)

The South East Cyber Crime Pilot (see step 3) has provided greater capability with enhanced working between SEROCU and the four regional forces, including Sussex. With a range of experience across teams, the capability of the regional unit is high, and staff can develop their skills and draw in expertise as required. The unit has seen increased proactivity and takes a “borderless” approach to tasking, optimising available resources. From Apr-Dec 2024 the pilot yielded a 52% increase in arrests and a rise in charge and conviction rates. 4P performance measures are maintained by the NPCC Cyber Crime Programme and the SE region consistently performs above expectation. Staff surveying shows an increase in well-being since the pilot commenced, despite ongoing rises in demand. Specialist assets are sufficient for the nature of the work, and teams can draw on the support of SEROCU forensics as required. Security of supply is a concern owing to the time it takes to upskill new staff, and the competitive nature of the private cyber security sector. Demand increases (step 1) are reducing capacity.

2b. Asset Assessment (Cyber Crime Unit)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

Figure 8b-1: South East Cyber Crime Unit (NFIB) Aug 22 – Nov 24 Forecasting (95% Confidence and Annual Seasonality)

Figure 8b-1 shows the projected demand growth of CMA reports. Even the lowest limit would see reporting far outpacing demand experienced in the early 2020s.

4. Risk Management

- Demand Management:** The current and projected CMA demand suggests that the level of service provided to individual victims will not be sustainable without additional resource investment in cyber crime teams. Alternatively, this may necessitate a cyber-specific assessment to file appropriate demand early without further investigation, contrary to national KPIs. More importantly, this means victims may not receive the necessary support to prevent further offences against them. It's crucial in the cyber domain to focus on preventing future offences, as cyber criminals will continue to exploit vulnerabilities if left unaddressed. The final review of the South East Cyber Crime Pilot will have a bearing on future operations (see step 3).



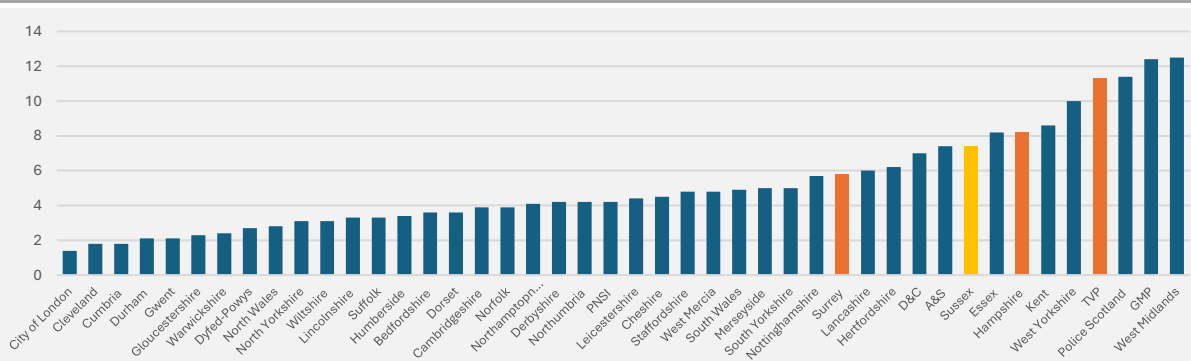
Innovation: Alongside improvements in capability, performance, and well-being, the South East Cyber Crime Pilot has improved protection of victims – with 100% receiving timely cyber security guidance. Furthermore, between April and December 2024, 28 Prevent candidates were identified, with targeted risk assessments improving risk management effectiveness and engagement quality.

8c. Fraud and Financial Crime (Economic Crime Unit)

1. Current & Projected Demand

Economic Crime (including Fraud) is primarily serviced by the Surrey and Sussex Economic Crime Unit (ECU). The ECU saw an increase in active fraud investigations during 2024. Data from Action Fraud (figure 8c-1) shows that reports in Sussex are at the higher end of the national scale but are comparable to regional forces. It is widely accepted fraud is under reported and the CSEW estimates actual crimes to be at least seven times higher. ECU are now triaging economic crime to address the highest harm cases. Additionally, the team had less visibility in the past and has actively worked to increase its profile. This has resulted in more requests from divisions for support from ECU. Demand is anticipated to increase, partly because Action Fraud are introducing a new initiative system which will better identify trends and lines of enquiry, pushing more demand to forces locally. The ECU Recovery of Asset Investigations and Disruption (RAID) team proactively target high-harm offenders, leading to an additional layer of self generated demand in asset denial.

Figure 8c-1: Action Fraud Reports (per 1000) by Force 2024/25 (Sussex and Southeast highlighted)



3. Prioritisation & Planning

- Priorities:** ECU has a renewed focus on tackling courier and romance fraud as well as uplifting the RAID team to better utilise financial intelligence to deny criminals their proceeds of crime. Currently these are ambitions of the unit with any changes reliant on utilising existing resource, and closer working with partners such as SEROCU and City of London Police.



Innovation: The ECU supports divisional investigators in the complexities of fraud and economic crime. Whilst advice can be sought from the ECU at any time, monthly fraud clinics are held across Sussex and Surrey with ECU detectives for divisional investigators to book onto for the expertise of the unit. Additionally, a SPOC network has been established across the force by training a number of divisional detectives in Specialist Fraud Investigation (SFI). This expands the capability of divisions in fraud investigation.

Summary: ECU is a well-established resource collaborated with Surrey Police. Expertise in the unit is high, and the challenge for the team is to balance ECU investigations whilst supporting the wider investigative functions across both forces. There are several initiatives in place to support this.



GREEN

48

2a. Workforce Assessment (ECU)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	AMBER	GREEN	GREEN	100 (1)

ECU are highly trained in their area of expertise making the unit an excellent asset to the force. Capacity is reactive to the demand and the only limitation of the unit is its relative size (Sussex establishment of 37) compared to the scale of economic crime including fraud. The unit is at 89% strength (Sussex resources) with a 60/40 split of police staff to police officers. This accounts for the specialist skills police staff bring to this area of policing, particularly with regards to financial investigation. Most police officers within ECU are detectives, reflective of the complex nature of fraud and economic crime (including money laundering and bribery) investigations. Access to specialist assets including software for the nature of the work is assessed as being very good. One area which can be problematic is the security of supply of experienced financial investigators. This is driven by demand for such skills in the private sector where pay is typically more competitive. Therefore, the force is reliant on recruiting internally and training up to the position which can take upwards of three years, reducing capability for a time. Performance is rated as good and ECU use asset denial as a performance metric, in addition to traditional investigative performance outcomes. ECU successful proportion for 2024/25 was 47%, however there is no metric in place to assess the impact of ECU on all divisional fraud cases across Surrey and Sussex (see step 4). Sussex Police has strong fraud prevention mechanisms through [Operation Signature](#), reducing repeat targeting.

2b. Asset Assessment (ECU)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Capacity:** Due to limited team capacity, the ECU is unable to support all divisional investigations directly. Recognising this, the unit focuses on empowering divisions through targeted support and training initiatives. This includes delivering fraud clinics and providing specialist training to both new recruits and officers beginning their Detective Constable pathway. Despite these efforts, a significant volume of fraud reports remain with divisional teams, where investigators often manage high caseloads. Fraud is frequently not classified as high threat, harm, or risk (T/H/R), leading to lower prioritisation compared to other crime types. As a result, investigations can face delays which may impact the final investigative outcome.

1. Current & Projected Demand

Demand on intelligence (intel) grew in 2024, with greater emphasis on both scanning and briefing work. Specific demand for insight into violence and drug related harm also increased, highlighting these as priority areas for intel. Support to investigations rose +15% - and this will have supplementary demand as cases move through the criminal justice system. Demand is anticipated to grow in 2025/26, with a specific focus on high harm offences (rape, DA, stalking and exposure). Another area of sustained demand is operations work. Intel own 25% of live operations across Surrey and Sussex and support a further 40% held by investigative teams. To prioritise workstreams, MoRiLE is employed broadly and taskings from divisions and partners are allocated according to the Tactical and Tasking Coordination Group (TTCG). Areas of high interest (such as PND facial searching) is pushing greater demand into intel however, Sussex Police seeks to expand this capability (see 10b) which may curtail some of this demand. More broadly, accreditation is likely to add another layer of demand upon intelligence functions. The Forensic Science Regulations come into force in October 2025, albeit it is currently unknown whether intelligence functions will be required to reach accreditation or the alternatively proposed NPCC led practice. The force is preparing for either outcome but this will require a significant investment in time for all roles and ranks within intel. The force has ceased its contract with Geotime (an analytical tool) owing to the development demands, a replacement is being sought (see step 3).

Prioritisation & Planning

- Communications Data Exploitation for Investigations and Analysts Project (CDE):** This project aims to find a replacement for Chorus/Geotime, offering enhanced functionality for both analysts and investigators. The new tool will support the analysis and evidential presentation of communications data, improving **capability** and **performance** while reducing **demand** on intelligence analysis. The project is in its early stages, with no confirmed timeline or costs.
- Mission/Vision:** Intel SLT continue to embed a clear vision of how intel will support both forces in delivering their key objectives. This includes improvements to tasking processes.



Innovation: SCC Intel has led on the introduction of Niche Portal to enhance service delivery, educating officers and staff on its capabilities. The Portal includes the Briefing Module, a self-service tool for daily crime hotspot checks and updates, and the Meeting Module, which links supervisors to Niche occurrences for team meetings and actions. Additionally, SCC is developing a new Tasking Gateway through Niche Portal, a 'single point of entry' to better manage and prioritise finite analysis and research resources based on real-time threats and force priorities

2a. Workforce Assessment (Intelligence)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	GREEN	AMBER	GREEN	83 (8)

Turnover of staff has stabilised, though recruitment from regional and national capabilities is particularly impactful on intel (in addition to promotion opportunities across both force areas). Intel is seeing a growing proportion of staff with under two years service which can be impactful – particularly when mentoring new starters. However, Sussex median length of service is still high (15.7 years). Across both forces strength is at 88% which reduces capacity and overtime is used to meet some demand (see step 4). Security of supply can be impacted by delays in releasing officers from other high demand areas to start a career within intel. Well-being is a concern, with intel having seen an upward tick of staff on long-term sick due to stress related illness. Furthermore, other sectors (both private and public) are in high demand of analysis and research skills and often offer more competitive pay. This presents a challenge in retaining these skills within policing, albeit this is a national issue felt across law enforcement. Specialist CPD both within intel and to the wider force is often delivered by intel however, this is often restricted by finance and resourcing. Assets are not always sufficient however plans seek to improve this (step 3). Agile working is now an option in some cases, but updates to existing technologies are not always as swift as desired. Performance is assessed against the four core capabilities intel provides and measured by five KPIS. Despite the challenges outlined, intel performance is assessed as above expectation.

2b. Asset Assessment (Intelligence)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	AMBER	AMBER

Risk Management

- Intelligence Demand:** Overtime is used to address routine tasks that cannot be completed within standard working hours. Staff with flexible working arrangements often extend their hours or take on additional ad-hoc work to manage workloads that exceed current staffing levels (see step 2). Whilst this ensures that demand is met, employees are working beyond their expected capacity which erodes opportunities for CPD and personal development – options are being considered here.
- Agile Tasking:** Intelligence is a finite resource and so agile tasking is at the heart of the intelligence command operating model and tasking of intelligence assets and resources will continue to be based on assessed Threat, Harm and Risk and in line with the Control Strategy. This also forms part of the mission and vision of how SCC Intelligence will aspire to operate over time (see step 3).

8e. Major Crime Team (MCT)

Summary: The Surrey and Sussex Major Crime Team is well resourced with good capacity, capability, well-being and performance. Demand is manageable. Whilst forecasting is limited horizon scanning suggests demand may rise as forces nationally look to investigate suspected victim suicides linked to domestic abuse. MCT maintain a departmental risk to ensure historic cases receive the resources required.



GREEN

50

1. Current & Projected Demand

The Major Crime Team (MCT) investigate all homicides including murder, manslaughter and corporate manslaughter. They also investigate designated major crimes as well as providing specialist support for crimes in action. Homicides in Sussex have remained stable since 2020, albeit compared to previous years, 2025 has seen a relative spike in these offences during the first third of the year. Wider demand on MCT has come from Operation Bramber, a widescale investigation into reported medical negligence at the University Hospitals Sussex NHS Foundation Trust which remains ongoing. MCT also support divisional investigators with serious or high-profile cases as required, or at times of exceptional demand, and maintain a caseload of historic unsolved crimes which are routinely reviewed and are resource intensive. Although forecasting is difficult with low volumes, proposed changes to the investigation of manslaughter in cases of suspected suicide following domestic abuse (see step 3) may increase demand on MCT.

Figure 8f-1: Sussex Homicides (murder, manslaughter, corporate manslaughter) 2020 – April 2025

Year	2020	2021	2022	2023	2024	2025 (to April)
Homicides	12	11	9	12	8	5

3. Prioritisation & Planning

- Finance Plan:** A finance plan has been implemented to ensure MCT can meet the budgetary requirements for the finances available. This is to ensure the unit is sustainable and appropriate scrutiny is in place, in line with the Surrey and Sussex Major Crime Team strategy 2025.
- Domestic Homicides and Suspected Victim Suicides 2020-2024 Year 4 Report – Recommendation 12:** This [report](#) (produced by the Vulnerability Knowledge and Practice Programme, College of Policing and NPCC) highlights both domestic homicides and suspected victim suicides, victims who have taken their life after being subject to domestic abuse. The latest report makes a specific recommendation for policing and the CPS: *The CPS should review their strategy, policy and guidance relating to the posthumous prosecution of cases relating to suspected victims suicide following domestic abuse, taking into account learning from cases that result in a conviction, those which do not, and ongoing development of caselaw. Where police forces identify relevant cases, they should seek early advice from the Complex Case Unit to support the evidence gathering and investigation process.* Currently, it is unclear if this recommendation will be best progressed by MCT or Public Protection. It will ultimately increase **capability** at apprehending some of the most serious domestic abusers.

2a. Workforce Assessment (Major Crime Team)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	GREEN	GREEN	GREEN	100 (1)

MCT is a high profile, specialist unit with good levels of experience (Sussex median length of service is 12 years) and strong capability. Regular investment into CPD is made to ensure capability remains high. Well-being is good and stress related sickness is low. MCT is a collaborated function with Surrey Police. Capacity is good (Sussex strength at 93%) and teams work flexibly to address different demand types. Assets are sufficient. Performance is measured against compliance with actions raised through the [HOLMES](#) system and MCT are performing well. All new homicides are investigated comprehensively and effectively, with suspects identified and apprehended quickly and all efforts made to secure a charge. MCT achieved 100% successful proportion for murders recorded in 2024.



Innovation: The MCT successfully incorporated drone footage into a trial following a serious GBH offence in 2021. The footage demonstrated to the jury the scene of the assault removing the need for the court to attend the location. It not only contributed to a successful prosecution but saved time and expense. Drones have been used in a further seven operations and can now also include 3D mapping.

2b. Asset Assessment (Major Crime Team)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Historic Case Reviews:** MCT has strong capacity to progress current investigations. However, the review of historic cases for progressive lines of enquiry is fulfilled by the same resources. Whilst this model typically works well during times of high demand this may mean delays in progressing historic cases. To ensure enough scrutiny is in place a departmental risk is maintained which is under frequent review by the Specialist Crime Command SLT and Head of Crime. This level of governance ensures resources are put in place to progress historic cases as required. This has also resulted in an uplift in MCT Senior Investigator Officer (SIO) positions.

INNOVATION EFFICIENCY

51

The force continues to utilise the [Habitual Knife Carrier Index](#) to target and [prevent](#) serious violence and knife crime, as well as supporting national (Op Sceptre) and locally managed (Op Safety) initiatives to tackle these offences.

18,000 PATROL
HOURS



100,000
INTERACTIONS



300 ARRESTS

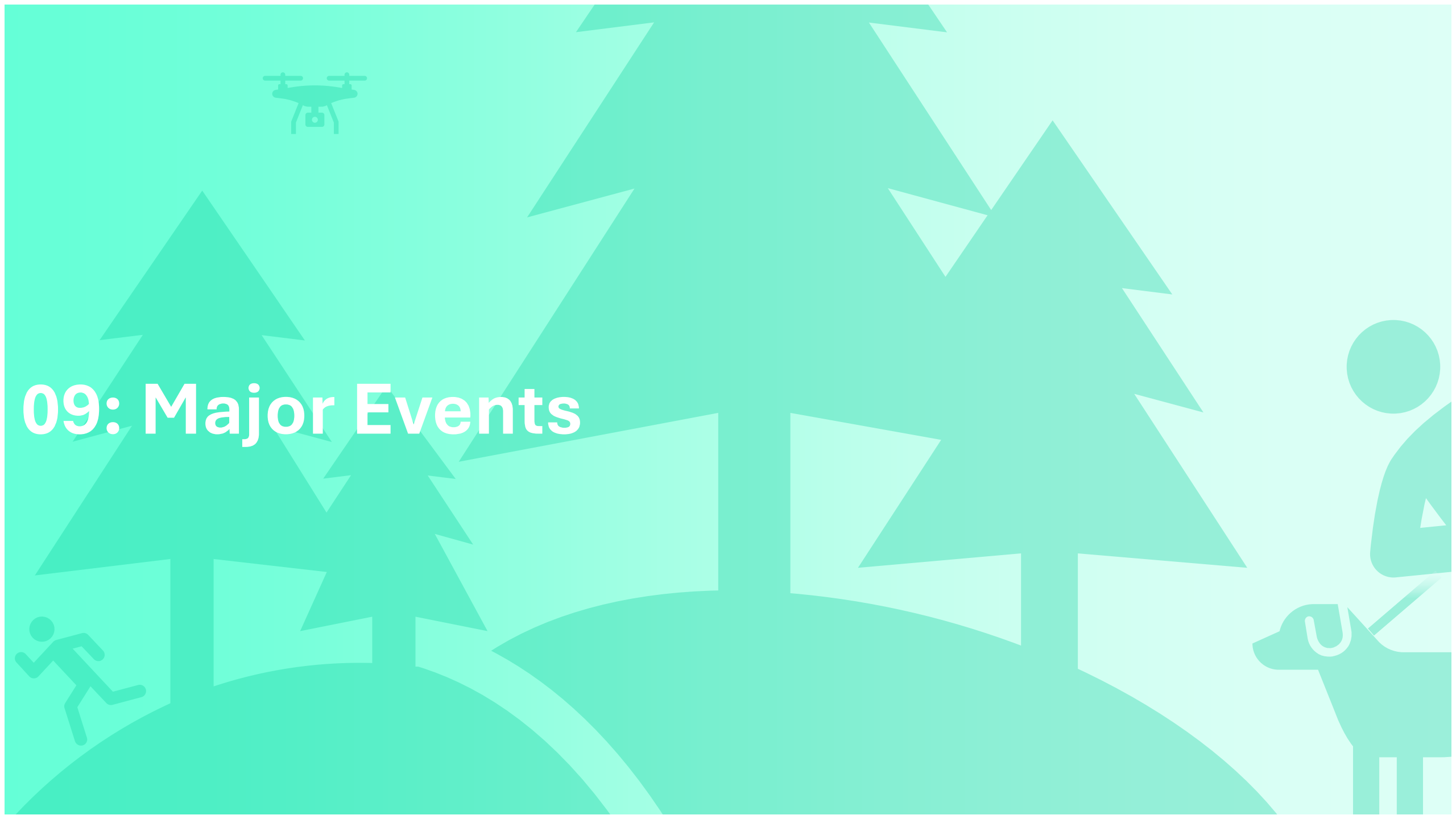


15% CRIME
REDUCTION



In 2024/2025 Sussex Police received over £1.4m in dedicated Home Office funding to reduce violent and knife crime in the county. The force used this funding to create the **HOTSPOT POLICING** initiative. Using data analytics, the highest harm locations were identified and targeted with hotspot policing resources. This resulted in over **18,000 hours of dedicated patrols**, nearly **100,000 unique engagements** with the public, **300 arrests**, a **15% reduction in crime** and a **20% reduction in ASB** in these locations. The force will use 2025/26 funding to hone this approach, intensifying work in target locations with closer partnerships with other agencies, contributing to the government's [Safer Streets Mission](#).

HOTSPOT POLICING



09: Major Events

1. Current & Projected Demand

Public Order Policing in Sussex continues to face sustained demand from major annual events (e.g., Brighton Pride, Lewes Bonfire), football policing, and protests related to the Gaza conflict. This demand peaked in summer 2024 due to nationwide unrest (Op Navette), requiring Sussex Police to contribute daily resources under the National Mobilisation Plan, despite limited local disorder. Looking ahead to 2025, while ongoing demand is anticipated, there is no indication that the extraordinary pressures of 2024 will recur. Environmental protest activity has declined, with Just Stop Oil ceasing national direct action, though the potential emergence of new protest groups remains an unknown. The force is working to understand fully the impact of the recently approved expansion plans at Gatwick Airport and environmental protest.

Figure 9a-1: Total Sussex Protests and Top Theme 2022-2025

Year	Protests	Top Theme
2022	297	Environmentalism
2023	266	Environmentalism
2024	435	International Events
2025 (to 30 th April)	185	International Events

Prioritisation & Planning

- An inspection of the police response to the public disorder in July and August 2024:** Sussex Police has established several working groups to review Part 1 recommendations from the HMICFRS report on Op Navette. These groups focus on key areas including mobilisation, well-being, policy, processes, uniform, and equipment. Their findings will inform Chief Officer decisions on any necessary actions to maintain public order policing capability.
- Mobilisation Testing:** Ongoing testing of the efficiency and effectiveness of mobilisation **capabilities**.
- Commander Succession Planning:** Work is ongoing to ensure commander’s have the appropriate skills and experience to meet the challenges of the future (**capability**).



Innovation: Regional collaboration on Protester Removal Teams (PRTs) across South East forces has improved coordination, enabling shared understanding of specialist capabilities (such as working at height) and proactive planning for high-demand periods. This approach proved effective during Just Stop Oil’s targeted airport campaign in July 2024, with pre-planned regional PRT on-call availability allowing a rapid response to a protest at Gatwick Airport, minimising disruption.

2a. Workforce Assessment (Thematic)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	AMBER	N/A	GREEN	N/A

While the force maintains enough officers trained for public order duties, there is some fragility in the availability of volunteers for Level 3 roles. This is under review, with further training options being explored. Recent reductions in frontline policing demand achieved through the new Force Grading Policy, Initial Investigations Team and Right Care, Right Person (see [section 3](#)) present an opportunity for POP and the force seeks to encourage more officers to volunteer for secondary public order skills. Interest in Level 2 training remains strong, and the force has adequate training facilities for POP through the Kingstanding Training site. Wider assets are typically suitable. Despite some national supply challenges with Public Order helmets, current stock levels remain sufficient to meet Sussex Police requirements. PSU carrier availability meets the Strategic Policing Requirement SPR and Sussex/Surrey can stand up the required 15 PSUs when necessary, however, the existing fleet is aging and will require future replacement in the coming years to maintain operational readiness. Whilst there are no specific performance measures for POP, all public order training (both initial and refresher) is rigorously assessed, with deployability contingent on meeting College of Policing standards. Public Order Commanders undergo a formal accreditation and annual reaccreditation process, centrally monitored and approved by Chief Officers. New commanders receive mentoring and assessment to ensure standards are met.

2b. Asset Assessment (Thematic)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN



Innovation: Drone technology is increasingly used to support public order policing by recording aerial footage at public events. A key example is deployment at Brighton & Hove Albion football matches, where drones provide imagery of traffic and crowd dynamics. This enhances situational awareness and supports joint decision-making between the Police Match Commander and the Club Safety Officer.

Risk Management

- Dedicated Football Officer (DFO) Capacity:** Football related demand is growing. Sussex has two DFOs, a request for an additional FTE has been submitted but remains unapproved. The force maintains a departmental risk to ensure demand and capacity is routinely monitored by Ops Command SLT. Mitigations are in place and capacity can be expanded (through secondments) if required. This role covers planning and preventative work through the acquisition of Football Banning Orders (highest in the region).



Data and analysis within this section is informed by the Surrey and Sussex Armed Policing Strategic Threat and Risk Assessment (APSTRA) 2025/2026

1. Current & Projected Demand

In 2024, Sussex experienced a 24% increase in armed officer deployments compared to the previous year, primarily driven by spontaneous firearms incidents (SFIs) and tactical relocations where firearms support was potentially required. The most common requirement for deployment were reports of individuals carrying or suspected of carrying ballistic or bladed weapons (including knives, machetes, swords, and axes), with 15 SFIs related to dangerous dogs. 53% of deployments related to a non-ballistic threat which is similar to previous years. Despite this operational rise in SFI deployments, recorded firearms offences in Sussex (per the Home Office definition) fell by 5% from 157 to 149 incidents, largely due to a statistically significant dip in reporting during February 2024 (for which no clear cause has been identified). While overall firearms related crime remains low, the nature of these offences shifted, with increases linked to county lines drug activity (+17), domestic abuse (+6), and violence against women and girls (VAWG +13), alongside a decrease in incidents involving habitual knife carriers (-5). By specific offence type, possession of weapons remain the largest contributor (42%) followed by violence (with and without injury – 30%) but overall volumes remain low. There were no firearm linked homicides in 2024. Based on current trends and professional judgement, further increases in armed deployments are anticipated as SFIs continue to be shaped by the prevalence of bladed weapons and rising reports involving dangerous dogs following the ban of XL Bully breeds, and the significant media attention this received in 2024.

3. Prioritisation & Planning

- **HMICFRS – Armed Policing Inspection Recommendations:** Operations Command have completed or are working to completing the 12 recommendations made by HMICFRS – progress is detailed fully within the APSTRA.
- **Diversity Action Plan:** TFU have deployed a Diversity Action Plan to encourage a broad range of potential applicants into TFU. This is a living document and to date the plan has introduced a mentoring scheme, and input from REN, EVOLVE and SPACE (as well as the Ethics Committee) to test the culture in teams. This will increase representation bringing a host of benefits.
- **Firearms Range:** Sussex Police and Surrey Police continue to develop plans for a new bespoke firing range. Agreement has been reached with Gatwick Airport for a lease of 125 years. The project is progressing with involvement of RIBA as discussion and planning continue. This is a long-term project with no time frame/cost set. This will increase **capability** and **performance**.
- **SSAS Airbox Mosaic:** This is a new national software development to replace Airbox Track. It will give an overview of all police firearm resources nationally. Training has been factored in. Go live is June 2025. This will increase deployment **capability**.
- **Firearms Assets:** The force continues to explore replacement options for the Heckler & Koch G36c – timeframe 2026.

2a. Workforce Assessment (Firearm Units)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	GREEN	GREEN	GREEN	86 (6)

Operations Command (covering Surrey and Sussex) has 220 Authorised Firearms Officers (AFOs) with an additional 36 Counter Terrorist Specialist Firearms Officers (CTSFO) based at Gatwick Airport supporting the region. Sussex Armed Response Vehicles (ARVs) are deployed to divisions to patrol and assist with local priorities (informed by the PDP) outside of SFI deployments. Gatwick Airport always maintains a minimum staffing of AFOs and a county wide deployable ARV on early/late shifts. The department has sufficient resources to provide 24/7 coverage force wide and can meet current demand levels. Capability is strong – all AFOs receive the minimum 120 contact hours of training per annum, with specialist skills training (Rifle, Close Protection, etc.) in addition to this. The force has sufficient resources to maintain constant 12hr shifts/on call facilities for Strategic Firearms Commanders (SFCs) and their counter terrorism equivalents (CTFCs). Additionally, Tactical Firearm Commander (TFC) capacity has increased with the Force Silver role (see [3b](#)). Assets are broad, with access to specialist firearms, ammunition, drones/anti-drone equipment, dogs and vehicles as detailed in the APSTRA. 2024 attendance performance was sustained with first arrival within 20 minutes occurring in 88% of cases. Well-being and security of supply are good, with three annual TFU intakes per year.

2b. Asset Assessment (Firearm Units)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

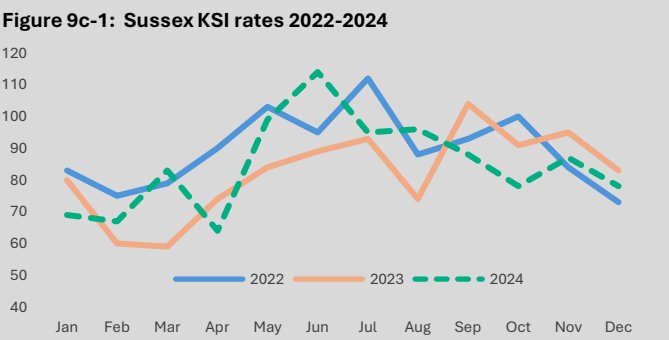
- **Firearms Range:** The force maintains a joint strategic issue regarding access to firearm training facilities. Current mitigations are in place, AFOs can train locally but must travel out of force to undertake classification shoots at longer distances. This ensures that AFOs achieve required shooting accreditation at a financial cost (travel/accommodation). The force has an ongoing plan to address this (step 3 and APSTRA) but this will take time to achieve. This issue receives regular review from chief officers.



Innovation: Following the Casey Review, firearms recruitment now prioritises candidates’ alignment with values, culture, and understanding of VAWG. Technical skills assessments occur post-selection, in the second phase of the recruitment process.

1. Current & Projected Demand

Demand on Roads Policing increased in 2024 compared to 2023. While Killed or Seriously Injured (KSI) rates remain consistent with previous years (see fig. 9c-1), the force has experienced growth in investigative demand, casualty reduction efforts, and vehicle-related nuisance or inappropriate use (Operation Crackdown). Although current forecasting for KSI investigations shows a stable trend through to 2029, professional judgment suggests that demand in this area will likely grow. This is partly due to ongoing changes in processes and forensic thresholds (ISO accreditation), as well as advancements in technology, such as Automatic Number Plate Recognition (ANPR) and facial recognition, which are creating additional workloads. Furthermore, the county's demographic profile and road user patterns are changing. Population growth and the expansion of Gatwick Airport are expected to increase traffic on the Sussex road network, while the rising use of powered two-wheelers may influence KSI rates. Improvements in data capture and Power BI visualisation offer new opportunities for proactive policing, aiding in prioritising our response to the anticipated increase in roads related demand.



Population growth and the expansion of Gatwick Airport are expected to increase traffic on the Sussex road network, while the rising use of powered two-wheelers may influence KSI rates. Improvements in data capture and Power BI visualisation offer new opportunities for proactive policing, aiding in prioritising our response to the anticipated increase in roads related demand.

2a. Workforce Assessment (Roads Policing Functions)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	AMBER	AMBER	AMBER	GREEN	85% (11)

The Roads Policing function is collaborated with Surrey Police providing flexibility in handling large road incidents and joint operations. Sussex RPU is at 86% strength, reflecting capacity for both reactive and proactive tasks. Whilst this is not currently affecting performance, it is lower than expected particularly in relation to proactive work. Well-being is lower than desired due to the trauma involved in RPU work - regular debriefs help manage this and when necessary, specialist interventions with trained clinicians. The Serious Collision Investigations Unit (SCIU) handles serious and fatal RTCs. It is fully staffed with high experience, but capability is reduced by PIP2 accreditation work. Attendance times for KSIs (primary performance measure) are within target (average CAT A = 15m14s). Performance is routinely monitored by Operations Command senior leadership teams. There are no concerns regarding roads policing assets.

2b. Asset Assessment (Roads Policing Functions)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

3. Prioritisation & Planning

- Sussex Police Road Safety Team:** The force withdrew from the Sussex Safer Roads Partnership (SSRP) on the 31st March 2025 following notice of withdrawal in the autumn of 2024. This change was brought about after a period of inertia in the impact of preventative and educational tactics in relation to roads policing. Having considered the options it was best felt that force could maximise the impact of these initiatives by bringing this capability in house and the Sussex Police Road Safety Team (SPRST) has been created utilising existing posts. The anticipated benefits are a clearer approach to educational initiatives directly influencing policy and process within force. This is anticipated to improve preventative **performance**. Work continues with regional and county specific partners.
- ISO Accreditation:** The force is working towards ISO accreditation for the Forensic Collision Investigations Unit (FCIU) – the team dedicated to forensic recovery/analysis at KSIs. The statutory requirement to achieve this is October 2026. This will increase **capability** and aid **performance**.
- Fast Road Fleet:** The fast road fleet is now available on divisions increasing **capability**, but training is ongoing to upskill non RPU staff in responding to fast road incidents (target 30% of all Response officers).
- Well-being:** Continuing work to adapt the **well-being** response to ensure those that are routinely exposed to significant trauma receive the care and support required.

4. Risk Management

- ISO Accreditation:** The accreditation of the FCIU is currently maintained as a departmental risk within Operations Command. However, it also forms part of a wider strategic issue concerning accreditation standards across the force. This broader issue is led by the Head of Quality, with formal oversight provided by the Deputy Chief Constable (DCC) through the monthly Strategic Planning Board, ensuring strong governance and accountability. Obtaining and maintaining ISO accreditation is essential for upholding professional standards and external assurance, but it must be carefully balanced against the operational realities of rising demand and resource pressures. As such, the force continues to assess how best to meet accreditation requirements while maintaining service delivery across priority areas.



Innovation: Operation Limit was a joint operation with Surrey Police targeting drink and drug driving in December 2024. Across the campaign officers stopped over 17,000 motorists, with nearly 4,000 breathalysed and almost 1,000 drug tests conducted. There were 466 arrests because of this activity. Furthermore, social media posts specifically regarding Op Limit reached over half a million users, helping to educate the public, prevent dangerous driving activity, and reduce KSI RTCs across Sussex and Surrey.



1. Current & Projected Demand

Demand within Civil Emergencies is largely seasonal, with heightened operational activity typically occurring in autumn and winter months due to increased likelihood of severe weather incidents. This seasonal pattern enables greater capacity for proactive planning, training, exercising, and project delivery during the spring and summer periods. In 2024/25, overall demand increased compared to previous years. This was driven by a rise in operational exercising (both internally within policing and in collaboration with multi-agency partners) as well as expanded major incident and command-level training. Additionally, demand has been further impacted by evolving requirements from central government and national/regional initiatives, a trend expected to continue. Looking ahead, demand in 2025/26 is forecast to grow, influenced by two significant planning commitments. The first, Operation Skippered, is a national multi-agency initiative focused on Newhaven Port, requiring coordinated planning and input from policing. The second involves Exercise Pegasus and Exercise Solaris, both scheduled for September–October 2025. These exercises will span several weeks and focus on pandemic preparedness, drawing on lessons from COVID-19. These additional activities sit alongside the ongoing programme of work delivered through the Sussex Local Resilience Forum (LRF), reflecting a growing and evolving demand landscape with Civil Emergencies.



Putting the Theory into Practice: In March 2025, a major incident occurred in St. Leonards-on-Sea after police discovered a cache of suspected chemicals at a local address. Whilst the incident was not believed to be terror related – there was a great deal of disruption to the local community, in addition to speculation on social media. A multi-agency response was made and officers worked closely with emergency response partners and Explosive Ordnance Disposal Teams. The incident came to a successful resolution, and the force received numerous messages of support from the public. The is just one example which demonstrates the importance of training, planning and partnerships.

2a. Workforce Assessment (Planning and BC Teams)

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	GREEN	GREEN	GREEN	N/A

Civil Emergencies Workforce Overview: Overall staffing levels are generally in line with expectations across Civil Emergencies functions, though some specific challenges remain. The Sussex Resilience Forum (SRF) has adequate central team capacity for core workstreams, but delivery is heavily reliant on input from partner agencies who are often constrained by resources and may deprioritise SRF activities in favour of internal demands. This can create difficulties in meeting multi-agency planning, training, and exercising objectives. An open dialogue is essential to ensuring multi-agency work take places.

Business Continuity: Recent audits have highlighted improvement areas in the Business Continuity (BC) programs of Surrey and Sussex Police. The BC program is led by a 1.3 FTE post shared by two coordinators, who are working diligently despite limited resources. Strategic expectations of the BC function should align better with the staffing available to ensure realistic goal-setting and delivery.

Assets: All assets required for civil emergency planning are available and to the required standard. The Sussex emergency notification cascade process will soon be upgraded to an automated system (Everbridge) which will further enhance the response to any emergencies or major incidents (see step 3).

Performance: Performance in civil emergency planning is challenging to quantify through any one measure. Effectiveness is primarily assessed through the outcomes of actual responses when plans are activated, followed by internal and multi-agency debriefs. Additional performance indicators include adherence to scheduled plan reviews and the overall management of the review cycle. Emergency Planning Teams are experienced and working to expected standards.

2b. Asset Assessment (Planning and BC Teams)

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

3. Prioritisation & Planning

- Major Incident Plan:** In 2024/2025 the Surrey Police and Sussex Police Major Incident Plan was completed and signed off. Major Incident Plan knowledge exchanges were run by the Emergency Planning Manager throughout the second half of 2024. The Major Incident Plan provides a framework for key police roles to work from should a major incident be declared. The plan links closely into the wider multi-agency major incident response to ensure a joined up response, this will increase **capability** when responding to a major incident.
- Everbridge:** The Sussex LRF has procured the Everbridge mass notification system. This will greatly enhance **capability** when declaring emergency or major incidents. The system will be operational during 2025.

4. Risk Management

- Business Continuity:** Following two recent audits (2024 and 2025), enhancements are underway across the Business Continuity programme. Actions include updated training, improved plan templates, and stronger engagement with departmental representatives. These efforts aim to ensure robust, well tested BC plans, supported by both central coordination and active business involvement.



Terrorism

Sussex and Surrey Police hold a joint force CONTEST Board. During 2023/24 this has been strengthened (Protect and Prepare pillars) with the implementation of the Sussex and Surrey Protect and Prepare Tactical boards. These feed both the Force CONTEST board and also the Regional Protect and Prepare Board. This has enabled greater coordination and governance of Sussex policing activities in support of these areas. It has also helped to further enhance and embed the partnership working with CTPSE to ensure these activities (and training) are targeted in the right areas. Sussex Police have introduced Servator capability which relates to target hardening and disruption of hostile reconnaissance/attack planning at its top tier crowded places and sites of highest risk. Sussex have taken on the regional coordinator post for this (with CTP funding) to support the development of this capability both within Sussex and supporting the wider region. **Also see section 9b.**

Public Disorder

Sussex has sufficient public order officers and commanders (including level 2) and specialists such as Protest Liaison Officers and Protest Removal Teams (the force is a national lead in this area). All are trained and accredited to national standards and have regular operational exposure. The force is actively seeking to improve Public Order assets. **Also see section 9a.**

National Cyber Event

The Cyber Crime Unit has an established team of skilled and trained cyber investigators, a cyber network with direct connection with the Southeast Cyber Resilience Centre to support businesses, the Regional Cyber Unit for more significant investigations, and the national Cyber Unit at the NCA who coordinate the national response. The unit is embedded in a regional pilot with SEROCU. The force holds incident response plans coordinated by InfoSec to respond to Cyber SOC and Cyber Incidents. **Also see sections 8b and 10d.**

Violence Against Women and Girls (VAWG)

VAWG is a complex threat area, with dedicated leads across the force for domestic abuse (DA), stalking, RASSO, and victim engagement. The award-winning Complex Domestic Abuse and Stalking Unit (CDASU) and nationally recognised DVDS process reflect Sussex Police’s strong operational approach. Notable progress has been made in DA, RASSO, and VCOP training, particularly around victim-blaming language and trauma-informed practice. The next phase of the ‘Let’s Talk’ initiative, launching in late 2024, aims to encourage open dialogue, influence internal culture, and raise awareness of VAWG. Performance is reviewed through scrutiny panels assessing investigative quality across stalking, harassment, rape, and domestic abuse cases. **Also see section 6a and slide 41.**

Civil Emergencies

The force complies with the Civil Contingencies Act 2004, which sets out statutory duties for frontline responders to prepare for a wide range of emergencies, from local incidents to major disasters. A dedicated emergency planning team leads our multi-agency planning, training, and exercising, ensuring readiness and coordination. Planning demand is informed by risks identified in the National Security Risk Assessment (NSRA), with local risk assessments managed through the Sussex Resilience Forum (SRF). We maintain strong partnerships within the SRF to ensure shared situational awareness and an integrated response. **Also see section 9d.**

Child Abuse

The force has undertaken a series of audits across all the geographical divisions to test our response to CSAE. We have used this information to drive internal communications campaigns and support bids for training to be delivered to first line responders and investigators. An example of this audit informed work resulted in online grooming training being delivered by internal subject matter experts from DISU/POLIT to all Response, RIT and NPT officers. **Also see section 6b.**

Serious and Organised Crime (SOC)

All key issues are scored using Management of Risk in Law Enforcement (MoRiLE) as part of SOC System Tasking. The same process informs the Control Strategy 2024-26. **Also see section 8.**



OPERATION DOWNSWAY

58

Operation Downsway is an annual joint initiative by Sussex Police and Surrey Police targeting anti-social and dangerous driving during spring and summer. It runs alongside Operation Apex, the national campaign to reduce motorcyclist fatalities and serious injuries. Although Downsway addresses all motorists, national data shows **motorcyclists are disproportionately involved in KSI RTCs**. The operation involves RPU and local teams, with officers using M365 Forms to submit returns and gather public feedback from drivers and riders, helping the force assess its impact. There is evidence this approach is working. **During Op Downsway 2023/24 Motorcycle KSIs reduced 9% compared to 2022/23.**

AN AWARD-WINNING APPROACH

A Sussex Police Constable won the 2023/24 Outstanding Contribution to Road Safety award at the national UK Road Offender Education and Roads Policing NPCC Awards. The award recognised his dedication to reducing KSIs through Operation Downsway, which the force continues to develop and innovate.

DATA ANALYTICS



A bespoke Power BI dashboard provides officers and staff with interactive access to road traffic collision data across Sussex. Users can filter by factors such as vehicle type, speed limits, road and lighting conditions, and weather. The data is automatically mapped, offering a clear visual of collision locations to support targeted interventions.



INNOVATION EFFICIENCY



10: Knowledge Management and ICT

The background is a solid green color. On the right side, there is a stylized illustration of a person with long hair, wearing a green shirt, and holding a laptop. The laptop screen displays white code symbols: a less-than sign, a forward slash, and a greater-than sign (</>). In the upper left area, there are three interlocking gears of different sizes, also in a lighter shade of green.

1. Current & Projected Demand

Digital Data and Technology (DDaT) demand during 2024/2025 focused on several distinct areas of work across the IT estate. This demand is largely planned for:

- **Enterprise Resource Planning (ERP):** Sussex migrated to a new HR platform (SAP).
- **Operation Yorton:** Continuation of decommissioning legacy IT estate, all 2003/2008 servers (150) removed and 80% of 2012 serves progressed to date (279).
- **Patching:** Backlog of patching work cleared, over 75 databases requiring additional work completed and main domain controllers patched.
- **Network and Security:** Firewall consolidation works, firewalls upgraded and in support (hardware) and patched (software), IDS and IPS implemented, network switches patched and planning underway for five-yearly hardware refresh in 26/27, wireless refresh commenced following proof of concept last year.
- **Compute and Storage:** Tactical upgrades completed which included additional compute and resilience for Niche (to aid failover when required) and processing enhancements to support new PowerBI Management Information.
- **Airwave and Telephony:** Airwave Refresh completed with 6,500 handhelds replaced by BAU/Ops teams maintaining service until ESN goes live (2029), work commenced to upgrade Skype for Business, market engagement for joint hosted Integrated Communication Control System (ICCS) commenced, Digital Customer Service (DCS) decommission works following mandated Home Office upgrade project.

Figure 10a-1: Ongoing DDaT Demand – 2025/2026

IT Estate	Apps/Devices/Digital Innovation	Niche
Planning and removal of server 2016 (500), Infrastructure as a Service proof of concept exploring subscription based storage costs, Airwave remediation works (Gatwick) to improve signal	Ongoing delivery of the IT Service Management project, IT Health Check, Deployment of Windows 11 devices, support to Single Online Home, general movement and installation of equipment across the estate – including significant work to Surrey Control Room	Implementation of Forensics Module (due summer 2026), Niche upgrade 2024/25 (delayed – now scheduled July 2025), Niche PND publisher – allowing Niche to write directly to PND (enabler to Digital Case File in 2026)

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	AMBER	GREEN	GREEN	GREEN	N/A

Capacity, capability and security of supply are well governed and maintained within DDaT, and the department is committed to supporting the ongoing growth and development of the workforce. This is achieved through regular training, knowledge-sharing initiatives, and by encouraging a collaborative working culture. To better understand current strengths and areas for improvement, a capability gap analysis was conducted in 2024/25. This assessed skills, competencies, and technical knowledge against industry standards to identify gaps across teams. The findings have allowed the department to focus training investment where it’s most needed and have also supported career development (enhancing well-being), succession planning, and the creation of tailored development pathways, ensuring that individual skills are aligned with organisational priorities. Team leads and managers have been supported in building their leadership capability through internal training. Looking ahead, one of the department’s key priorities in 2025/26 is to improve overall effectiveness, both in the short and long term. This includes the introduction of Skills for the Information Age (SFIA) version 9, building on the foundations already in place. Over the past 12 months, DDaT performance has continued to drive digital transformation through targeted innovation, improved service management, and enhanced support for operational policing. Significant progress has been made in optimising the Niche platform to better support frontline and investigative functions. New templates and workflows have been introduced to support strategic initiatives such as Operation Unify, Facial Recognition capabilities, and integration with the Sussex Police Portal. In July 2024, the new Premises Searched capability was successfully implemented, replacing the legacy Sussex Web App. In parallel, development has commenced on the implementation of the Niche Forensics module, with go-live planned for summer 2026. A Service Transition Lead role has been introduced to assess the maturity of critical services across people, processes, and technology, identifying key areas to improve performance, with closer oversight. In addition, the introduction of a Change Work Assessment (CWA) and CAT Tool has identified over 250 work items so far not captured in the ticketing process, ranging from short-term requests to multi-year projects. Specialist assets are typically good for DDaT but work is underway to replace the legacy SupportWorks system with Halo ITSM selected as the new solution. This will bring modern tooling directly to DDaT, People Service and Finance, with latter phases to be considered for other back-office teams towards the end of the initial implementation.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

3. Prioritisation and Planning

Information Technology plans aim to achieve multiple objectives. The table below provides a high-level overview of these plans, grouped thematically according to the priorities outlined in the DDaT Technology Strategy and the Chief Digital and Information Officer’s objectives.

Removal of Legacy Technology – ensuring that old technology is removed and/or replaced expediently.

Reducing out of support technology equates to reducing IT vulnerability. This covers old applications and out of date operating system. DDaT’s current road map plots Server 2012 removal at Q1 2026.

Supporting Joint Change Initiatives – maximising the availability of estate and fleet across Surrey and Sussex.

Aligned to the Estate Transformation Programme, DDaT plans will enable the workforce to use the estate to work smarter, with better connectivity and access to our partner force Surrey. Enhanced management of fleet through Smart Key technology and other projects will maximise the value of mechanical assets through digital means.

Improving Productivity – maximising the capabilities of Microsoft 365 products such as SharePoint Online to improve productivity across the force.

SharePoint Online is a large project which sits at the heart of a broad range of productivity gains, enabling the workforce to store and access information intuitively. Microsoft Viva will transform how the organisation communicates. From these platforms the force can explore automation (PowerApps) and Artificial Intelligence (Copilot) to drive productivity across the board. *Time frame 1-2 years.*

Building Digital Skills – improving how the workforce interacts and maximises the value of new technologies.

Upskilling IT professionals, IT product owners, and information asset owners and users to increase their digital knowledge and skills will bring many benefits to the organisation, including formulating lifespan road maps for products acquired by the business. Introducing SFIA version 9. Maximising the training for new technologies will enhance the workforce.

Zero Trust – building a culture which adapts to the boundless nature of new technologies.

Creating a Zero Trust culture both within and beyond DDaT to ensure that IT security remains everyone's business, regardless of role (also see 10d).

Service Improvements and User Experiences – making IT services more accessible and user friendly.

Deploying a new IT Service Desk management tool - Halo ITSM. This will bring modern tooling directly to DDaT (and other departments) and introduce elements of self-service for standard requests, reducing call wait times. *Time frame Q4 2024/2025.*

Leveraging Value from Data Assets – addressing data storage and improving data quality.

Mitigations have maximised data warehouse assets, but a new product (cloud, on site or hybrid) is required to meet the forces data ambitions. Selecting a solution is ongoing. To maximise the potential of AI in the future, data quality must improve.

4. Risk Management

The DDaT department manages risks and issues through robust internal governance processes. Information Systems and Technology remain a force-critical area of focus, with eleven distinct records on the force’s strategic risk register. These risks vary in scope and impact, spanning across multiple portfolios (including Local Policing and Public Protection), highlighting the significant influence of this domain on overall policing operations. To ensure effective oversight, strategic risks are reviewed monthly at the Strategic Planning Board, chaired by the Deputy Chief Constable and further scrutiny is maintained through quarterly reviews by our Organisational Reassurance Board and Joint Audit Committee. This approach ensures that Information risks are closely managed in line with the force’s strategic priorities.

S43(2)

1. Current & Projected Demand

Information Management (IM) demand grew during 2024. This is an area of critical importance for the force as public confidence is impacted by our treatment of personal data. The increase was driven both by a pro-active use of data to keep the public safe (requiring more data protection impact assessments and sharing agreements) and by increased information requests from the public. Freedom of Information requests (FOIs +8%) and Subject Access Requests (SARs +10%) grew, whilst Court Orders showed a slight decrease (-1%). Forecasting indicates that if these trends continue then by 2028, the cumulative demand of FOIs/SARs will be +37% higher than 2024. Increased awareness of rights of access may raise this further, although IM is an area where the force is eager to explore automation and self-service to better manage this demand in the future. Disclosure demand from the Criminal Injuries Compensation Authority (CICA) increases annually (+127% since 2019) leading to backlogs which the force is seeking to address (see step 3).

Figure 10c-1: Information Management Demand 2020-2024									
Year	Actual Demand					Projected Demand*			
	2020	2021	2022	2023	2024	2025	2026	2027	2028
FOIs	1136	1285	1243	1536	1655	1841	1880	2107	2146
Court Orders	1016	1004	1042	979	969	955	941	927	914
SARs	885	1097	1104	1399	1541	1762	1825	2086	2148

* Projected demand calculated using the MS Excel Forecast (95% confidence)

3. Prioritisation & Planning

- Robotic Process Automation:** To improve efficiency, the Data Compliance Team (DCT) is participating in a Robotic Process Automation (RPA) pilot in partnership with IBM, to automate the handling of duplicate and unverified records, reducing **demand** and giving the team **capacity** to focus on more complex issues.
- Police National Database (PND) Usage:** The force is actively exploring how to better utilise PND license usage by enabling wider access reducing **demand** on FRB and potentially increasing solve **performance**. This is cost neutral as the force has a surplus amount of unused licenses but will require and investment in training of new users. Increasing license usage has commenced and will continue throughout 2025.
- Secure Redact:** IAT piloted this redaction software which greatly improved performance by speeding up the redaction process, removing 2 x FTE from this workstream. Pending procurement, the force is researching the capabilities of a competing product which is already present in existing cloud-based products. Testing will begin summer 2025.
- CICA Demand** – the force has a backlog of CICA cases, but a plan is being formulated to improve **performance** by dedicating staff to this workstream. During a trial 2 X FTE stabilised demand. This was cost neutral and the FTE were recovered from previous DBS abstraction. Use of the standard overtime budget will eliminate the backlog.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	GREEN	GREEN	GREEN	N/A

The restructure of the Information Assurance Team (IAT) was successfully implemented in 2024. Newly created Subject Matter Expert roles add significant value in supporting the performance of caseworkers and the team has entered a period of full staffing and excellent staff retention, reversing a sustained trend of high turnover. This has led to improvements in performance with minimal FOI complaints referred to the ICO (none since September 2024) and the elimination of the existing backlog of cases (circa 800 in March 2024). Process reforms and use of video redaction software has improved SAR performance. The existing backlog of SARs has significantly reduced (79% reduction from Mar 2024 – Feb 2025), on course to be eliminated by July/August 2025. There was a slight increase data in breaches in 2024 and one high risk case, although the ICO was satisfied with the organisational response to this. The force actively monitors data quality in Niche with an error rate of approximately 25% but plans are in development to address this (see step 3). The Force Research Bureau (FRB) are slightly under strength (82%) but urgent enquires (firearms) are expedited quickly, and process changes concerning the National Offender Management Scheme (NOMS) have reduced demand on the team.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- CICA Demand:** The force currently has a backlog of CICA demand (circa 500 requests). This demand is not prioritised as there is no statutory requirement compared to FOI requests and SARs. This is a temporary measure, and a plan is being formulated to address this (see step 3).
 - Strategic Risks and Issues:** Information Management hold several strategic risks and issues pertaining to the collection of data and demand on the IAT. These records have high levels of governance and paired with strong leadership in IM had led to significant improvements since the last FMS. Maintenance of these records provides clear oversight of this area which can be laden with reputational risk.
- 

Innovation: A Power BI platform has been developed to automatically identify MoPI 1 offences in the CIS Archive Database. This is used to facilitate data erasure, ensuring the force does not retain archived information it no longer requires. This development has saved a considerable amount of time in manually identifying and locating records.



1. Current & Projected Demand

Data exploitation is managed by the Corporate Development Department (CDD), which supports performance reporting, demand analysis, survey insights, and business intelligence tools. As the organisation becomes increasingly data literate, demand for analytics products, solutions, and expert guidance has grown significantly. The force is also leading innovative multi-agency data sharing, enabling partners to overlay and access shared data through secure guest access (see [6b](#)). While this enhances collaborative problem-solving, it also requires sustained investment in governance and resourcing. A major migration to a cloud-based platform is underway to futureproof the force’s infrastructure and enable continued growth. This work has been a key demand driver throughout 2024, with several products migrated and improved based on frontline practitioner feedback. Demand for this work will increase, as data analytics products are now a core component of operational and strategic delivery and staff and officers are increasingly data literate. The shift to a cloud environment also presents new opportunities for more advanced analytics. The Force is currently in the early stages of exploring advanced technologies, including machine learning, generative AI, and large language models. While these innovations have the potential to deliver significant efficiencies, their adoption must be carefully balanced with ethical considerations and applied in a proportionate and responsible manner.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	GREEN	N/A

The Strategic Insights Team within Corporate Development leads data exploitation and automation. In 2024, the team expanded with a new Data Visualisation Developer and an additional analyst, supporting projects like machine learning and dashboard design. The force is investing further in the team in 2025 with the addition of two more developers who will focus on AI and automation. The recruitment and retention of Senior Data Scientists remains challenging due to high market demand and private sector competition. The Service Delivery Team, also within CDD, has also expanded to incorporate ongoing design and management of the force [CRM](#), the Sussex Police Portal. This team will lead the way in embedding the Portal and supporting it further, working with developers from the Strategic Insights Team to enhance the service the force delivers to victims, and ensure that the Victim Code of Practice (VCOP) is adhered to. This also has great potential to remove demand from existing channels (see [3a](#)), improving the public’s experience.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

3. Prioritisation & Planning



Data Analytics Centre of Excellence: Sussex Police’s current approach to technology has grown from existing infrastructure and priorities. Looking ahead, it is proposed that business areas lead the strategic direction and prioritisation of key technologies, ensuring decisions are driven by value and impact. The Strategic Insights Team in CDD are the force's centre of excellence for data analytics, exploitation and automation - ensuring that use of data is driving decision making and aligned to operational outcomes. DDaT will maintain platform support and governance, ensuring that the force has the correct technical architecture, security and consistency of approach. This change will build on previous successes, making Sussex Police a data driven force fit for the future.

Risk Management

Data Analytics Demand: Demand for data analytic products is outstripping the resources available within CDD. Workloads and timeframes are monitored via [DevOps](#) but unserviceable demand is either queued or turned away. Team members work with business areas to find solutions with existing products which is often a partial solution. The CoE would reduce this issue (see step 3).



Innovation: The Home Office’s 2023 Policing Productivity Review recognised Sussex Police’s analytics work as national good practice, highlighting its use of live dashboards to manage demand, identify threat and risk, and support operational decision-making.



1. Current & Projected Demand

Overall demand increased in some areas within Information Security during 2024. Security Information Assurance Advisors are assigned to business portfolios and DDaT Transformation Change Projects. Demand increased in the preceding 12 months, with a greater focus and emphasis on placing information security at the heart of any change project. Security Services have focused on physical security reviews which are now up to date and the review cycle is closely monitored and adhered to. The Security Operations Centre (SOC) demand profile is stable, activity is driven by threat intelligence, proactive monitoring and vulnerability monitoring. Projected demand is anticipated to remain largely manageable, Most demand drivers are planned for (such as transformation work) whilst review work is based on scheduled planning. One area which may increase demand on teams is the Police Digital Services maturity model on the Security Assessment for Policing (SYAP). This may require greater focus on specific areas to increase cyber capabilities.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	GREEN	GREEN	GREEN	N/A

The Information Security workforce is well established and at strength, with appropriate capacity for the demand profile. Capability is strong, the force has invested in bringing the team up to strength (detailed in FMS 6) and the introduction of a Team Leader role has enhanced leadership and training capacity for Coordinators (an entry role within Information Security). Training pathways are in place for all roles within the department, in addition to SFIA assessments for each team member (also see [10a](#)). Well-being is good – leaders hold regular catchups with team members and FOCUS meetings are used regularly. Information Security assets are all suitable for the work involved. Performance metrics are maintained through PowerBI and are reviewed by the management team on a monthly basis. This data is also presented to the Security and Information Management Board (chaired by the force SIRO) for additional oversight. Cyber maturity is tracked by the PDS Security Assessment for Policing with Cyber Maturity within force assessed as being above the national standard.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

Prioritisation & Planning

- Cyber Strategy and Zero Trust Strategy:** The force Cyber Strategy defines key objectives and outcomes to strengthen our security posture while enhancing business productivity and system availability. It aligns with the broader Digital, Data and Technology (DDaT) Strategy and informs the DDaT Portfolio Plans. The strategy reinforces cyber resilience to support the Force’s digital ambitions, mitigating risks to the technology estate and assets. Additionally, the Zero Trust Strategy outlines a high-level roadmap for implementing Zero Trust capabilities across seven key pillars, guided by an established framework. Both these strategies contribute to future planning and deployment of initiatives to increase cyber and asset security.
- Defender for Servers:** Defender for Servers is currently being deployed across the server estate which will provide protective monitoring and greater vulnerability management of server assets. The Security Services Team leader has improved retention of coordinators and provided oversight in training of the team. The force has seen improvements in physical security reviews.

Risk Management

- Risk Mitigation:** Information Security as a team provide a degree of risk mitigation by their very nature. Exercising (such as testing responses to phishing) offers assurance the force is prepared to tackle potential threats. Perceived information security risks and issues are recorded on departmental and strategic risk registers providing high levels of governance.



Innovation: Information Security frequently use interesting and engaging intranet posts to involve the workforce and convey important messages regarding cyber and physical asset security. In May 2025, the team launched Physical Security Awareness Month, encouraging colleagues to observe an image each week with potential security threats and contact the team with identified answers. Small nudges like this encourage positive behaviours.

WEEK 1

PHYSICAL SECURITY AWARENESS MONTH

SECURITY NOTICE

INNOVATION EFFICIENCY

Demand and Capacity Project

Funded by the Sussex Police and Crime Commissioner, Sussex Police is partnering with Eviden to implement advanced machine learning tools that support data-driven decision making. The aim is to provide predictive and prescriptive analytics to optimise resource allocation and demand management, empowering stakeholders to make informed, strategic decisions across short, medium, and long-term planning horizons. This work has the potential to revolutionise the understanding of demand and capacity within policing.

Aspirations

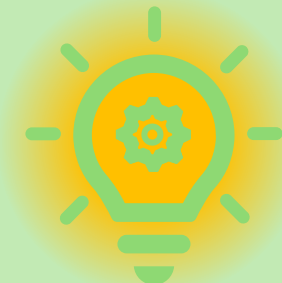
While this work is still ongoing, Sussex Police is focused on enhancing forecasting capabilities through machine learning, improving resource modelling for both strategic workforce planning and tactical deployment, enabling real-time demand monitoring, and developing tools for scenario analysis and data visualisation through interactive dashboards.

Sussex Police and Surrey Police are working with IBM to explore Robotic Process Automation (RPA) opportunities in policing. Five processes have been identified, including deleting orphan entities and correcting crime recording errors, aiming to improve data quality and reduce FTE demand. Go-live is expected by July 2025.



SUSSEX POLICE | SURREY POLICE AND IBM – RPA

MACHINE LEARNING & RPA



INNOVATION EFFICIENCY

The Sussex Police Portal provides victims with a secure and accessible platform to stay informed and engaged with their case. It allows users to receive automated updates, communicate directly with the officer in charge, and access all key case information in one place. Fully integrated with Niche, the portal requires no additional software or training for officers or staff. All interactions are recorded in the Niche OEL, supporting compliance with the Victim's Code of Practice (VCOP), enhancing victim confidence, and helping to reduce demand on frontline teams.



More than **15,000 proactive messages** sent to victims ensuring VCOP compliance



Over **500 unique users** within the first 10 weeks (approximately 30% conversion rate)



96% of users found the Portal easy to use, and **85% found it reassuring**

THE FUTURE OF POLICING

The Customer Relationship Management (CRM) system supporting the Sussex Police Portal presents significant opportunities to enhance engagement with both the public and internal teams. To date, 68 potential use cases have been identified and captured in a future opportunities register for further exploration. One current area of focus involves collaboration with the Initial Investigation Team (see 3b) to scope the feasibility of introducing self-service appointment booking through the Portal.



Sussex Police Portal

Create an account or sign in

Create an account

Sign in



SUSSEX POLICE PORTAL AND CRM

11: Force-wide Functions

The background of the slide features a network of stylized human figures. Each figure is composed of a circular head and a rectangular body, all in a light green color. These figures are interconnected by thick, dark green lines, creating a web-like structure that suggests a community or organizational network. The overall aesthetic is clean and modern, with a monochromatic green color scheme.

11a. People Resolution Centre (HR)

Summary: The People Resolution Centre (PRC) provides frontline HR support to the Sussex Police workforce. Introduced in April 2024 as part of the force-wide transformation programme, it has delivered efficiencies and savings. Since launch, capacity and capability have remained strong, supported by positive well-being levels and effective leadership. Performance targets are being met, with further optimisation planned.



GREEN

68

1. Current & Projected Demand

The People Resolution Centre (PRC) was deployed in April 2024 following the initial transformation programme of supporting functions (detailed in FMS 6). A collaborated function, the PRC offers front end HR support to Sussex Police and Surrey Police employees. During the first year of operation, Sussex has generated 54% of the total demand into the department. Across both forces, demand in 2024/2025 resulted in over 35,000 unique “touch points” (averaging nearly three thousand a month), whereby one touch point could result in one or multiple additional transactional activities. In real terms, PRC Consultants have:

- Supported and guided front-line leaders on more than 600 occasions
- Progressed 32 change activities and 10 projects
- Worked with Line Managers on nearly 400 activities, including fixed-term contracts, job description reviews and adjustments

The team is still relatively new, and the force will continue to monitor demand to ensure service delivery can be met (see step 2). Demand is stable although forecasting is not possible with one year of data. The force will explore this further in FMS 8.

3. Prioritisation & Planning

- PRC Optimisation:** Further opportunities for efficiency gains have been identified for the 2025–2027 period, building on the foundational work established since the PRC’s launch in 2024. These opportunities focus on optimising workflows, leveraging technological advancements, and enhancing cross functional collaboration within People Services. By streamlining processes and implementing resource management strategies, the PRC aims to further improve service outcomes without additional resource investment. This will ensure the PRC can meet **demand**, with improved **capability** contributing to sustained and enhanced **performance**.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	GREEN	GREEN	GREEN	N/A

Structured across five tiers (Assistants, Advisors, Team Leaders, Consultants, and a Manager) the PRC was created to streamline HR case resolution and improve service efficiency. As of 31 March 2025, the PRC’s full-time establishment stands at 29.2 FTE, with an actual establishment of 27.75 FTE. In its first year, the PRC focused on embedding new ways of working, refining workflows and processes, and aligning its function within the wider People Services structure. These improvements have helped increase operational capacity and manage demand more effectively. The PRC benefits from a strong core of experienced HR professionals across all tiers, with 83% of new starters recruited into the PRC Assistant role. These experienced team members have played a key role in developing both new joiners and internal movers, helping bridge knowledge and skill gaps through peer support and structured development. Security of supply has remained strong, supported by a targeted recruitment strategy that has filled gaps caused by initial under establishment or internal progression. The PRC has experienced only one FTE leaving the organisation since its launch. A culture of continuous development and shared responsibility across the team has contributed to consistently strong performance and service delivery. Despite early challenges, the PRC team has been well supported through strong leadership, proactive well-being measures, and open communication. These efforts have created a positive working environment, with staff well-being and retention exceeding expectations. The PRC aims to resolve 80% of demand at first contact and has met or exceeded this target in four of the last six months (monitored through monthly performance reports). There are no issues with PRC assets.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Demand Management and Flow:** There are no current risks or issues associated with the PRC. The model is structured across three tiers: self-service, the PRC itself, and specialist HR teams. Users are encouraged to resolve queries via online guidance first, if further support is needed, the PRC provides assistance or escalates to a specialist team as appropriate. This ensures efficient query handling and clear escalation routes where required.



Innovation: To support improvements in people management across FCCCD (see section 3a), the People Business Partner (BPB) worked closely with stakeholders and the PRC to focus on key areas such as managing probation, attendance, flexible working, capability, and adjustment passports. These targeted activities led to a clear improvement in attendance, increased line manager confidence, and better handling of related risks. This work also supported the successful adoption of the new People Services business model.





1. Current & Projected Demand

Learning and Professional Development (L&PD) workstreams have changed dramatically over the last several years. Since a departmental restructure in 2016, demand has tripled due to several key factors. The introduction of new entry routes under the Police Education Qualifications Framework (PEQF) required significant restructuring of training delivery and ongoing collaboration with universities. Operation Uplift, launched in 2019, led to a surge in Police Officer recruitment necessitating increased staffing to maintain effective training and assessment. The Covid-19 pandemic further disrupted training, creating a backlog of core programmes and accelerating a shift towards blended learning methods, including remote delivery via platforms like MS Teams. More recently, there has been an increase in specialist training, generating new courses and requiring trainers to complete an additional three-week course for College of Policing licensed products (step 4). The department is currently undergoing a transformation programme (step 3) that supports the force’s savings requirements while also addressing the significant changes in demand and working practices in Learning and Development since 2016. Demand is anticipated to rise, accounting for sustained intakes to cover turnover (and maintain Uplift baselines) and the governments drive to increase Neighbourhood Policing Resources (step 3).

3. Prioritisation & Planning

- **L&PD Transformation Programme – Phase 1:** The transformation of Learning & Professional Development (L&PD) began with the implementation of a new Senior Leadership Team to lead the department through the first phase of change. This phase aimed to improve stakeholder engagement, manage day-to-day operational demand, and develop a new target operating model. Attached to this phase were savings targets, which have been successfully met. Key to achieving these savings was the decision to discontinue the Detective Degree Holder Programme, previously delivered in partnership with Higher Education Institutions (HEIs), and instead adopt the [Detective Constable Entry Programme](#), which is fully designed and delivered in-house.
- **L&PD Transformation Programme – Phase 2:** A business case for Phase 2 is being prepared. This phase will review the department’s structure and operating model, with the aim of identifying further efficiencies while continuing to meet the Force’s demands. The business case will outline three potential future models and will be submitted to the Deputy Chief Constable for review at the Strategic Change Board, with a final proposal anticipated to go before the Chief Officer Group in late summer 2025. The outcome will enable L&PD to more effectively plan the future design, delivery, and governance of training across the Force. Plan for implementation is March 2026.
- **Neighbourhood Policing:** Sussex is awaiting details of allocations but the governments investment in NPT will increase recruitment and training demands. DCUs are now aligned with NPT but the second phase of this change will see more collaboration between teams (see [section 4](#)).

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
RED	GREEN	GREEN	GREEN	GREEN	N/A

L&PD embody a “can do” approach and the team has accepted a wide range of new requests, leading to demand exceeding current capacity. This imbalance between demand and resource will be addressed through the L&PD Transformation Programme, scheduled for full implementation by 31 March 2026 (see step 3). Trainer qualification remains a priority, with all staff delivering licensed programmes required to hold a Level 4 training qualification or complete the College of Policing’s Training Essentials Programme. Despite challenges in delivering the three-week course, the team is well underway in achieving full compliance. While trainers, coaches, and assessors are currently specialised in specific areas, the Transformation Programme aims to develop a more omnicompetent workforce model. The impact of this ongoing transformation on staff well-being is recognised, though the department overall remains in a strong position, supported by well-established well-being resources including mental health first aiders and defuse trained staff. The department has a mixed economy of staff and officers (60/40) bringing a range of skills, and average length of service is high at 9.4 years.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- **Trainer Essentials Programme (TEP):** The force maintains a departmental risk to ensure that relevant trainers and coaches achieve qualifications for their roles, including for the delivery of licensed College of Policing training products (TEP). Governance is maintained at the monthly People Services’ meeting to ensure compliance.
- **L&PD Capacity and Demand:** For several years the force has maintained a strategic issue to monitor the capacity of L&PD following the unprecedented shift in demand in recent years (step 1). This issue has oversight at the Strategic Planning Board and Phase 2 of the Transformation Programme will ultimately seek to resolve the issue.



Innovation: The Force is exploring how emerging technologies, such as virtual reality, can enhance learning and professional development. This includes assessing the potential of VR headsets to deliver practical training (such as road policing coning exercises and crime scene simulations) in a more efficient and immersive way, reducing reliance on traditional classroom or on-site methods.



1. Current & Projected Demand

Professional Standards Department (PSD): Complaints and allegations for the period Apr-Dec 2024 were both lower compared to the same period in 2023 (-8% and -7% respectively – see 11c-1). Sussex is proactive in addressing adverse culture and PSD deliver inputs on professional conduct to new recruits and the force intranet about expected behaviours. This may account for why Sussex has lower figures across all areas compared to the Most Similar Group (MSG) average. Conversely, the force is actively driving improvements to policing culture and therefore internal complaints and allegations may in fact rise in 2025/26. There were specific and overlapping demands on the unit in 2024, such as accommodating for HMICFRS inspection activity, attendance of the Angiolini Inquiry, and from May 2024 regulatory changes to the chairing of misconduct hearings. Complaints managed by the Public Confidence Team (PCT) have grown and exceed team capacity.

Figure 11c-1: Force Statistics – IOPC Document (Apr-Dec 2023 and 2024 with MSG comparison)

Apr-Dec	Complaints	Per 1000 Employees	Allegations	Per 1000 Employees
Sussex 2024	1572	267	2863	485
Sussex 2023	1705	293	3074	529
MSG Average 2024	1964	329	3266	557

Anti Corruption Unit (ACU): The total number of ACU cases recorded in 2024/25 reduced slightly (-1%) but overall retained investigations were higher to better support PSD. Processing of notifiable associations increased significantly (+143%) and break the silence submissions (anonymous internal reporting) also grew (+10%). This growth is anticipated to continue in 2025/26, following HMICFRS inspection recommendations, and plans to bring Business Interest (BI) checks and administration into the unit. Overall investigation is becoming increasingly complex, as is the intelligence work required to root out corruption.

3. Prioritisation & Planning

- PSD Investigation Performance:** Following HMIC inspection work (Oct 24), PSD has implemented changes to its investigation approach/governance, which are still embedding. Challenges with the Centurion system are being addressed, and work is underway to implement an investigation plan that enhances reporting and compliance. PCT complaint handling and timeliness is also being addresses. There is an expectation of improved **performance** which will be examined further in FMS 8.
- Audit:** A business case has been submitted for a new Grade 10 Systems Monitoring and Auditor role to support audits and proactive tech-led work increasing **capacity**. The additional 1 X FTE funding is from within the existing budget.
- Notifiable Associations:** ACU is considering taking over the Notifiable Association process, though capacity may be a challenge. Revisions to the Business Interest process are also planned with greater ACU involvement increasing **performance** in this area.
- High Risk Individuals:** A Power BI dashboard has been developed to identify high-risk individuals, currently in a pilot phase. This will increase proactive **performance** and is cost neutral, developed in force.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
RED	GREEN	AMBER	GREEN	AMBER	N/A

PSD: The unit is at strength, but capacity is a concern owing to the volume of investigations held within the department. Investigations of this nature are challenging, and individual investigators are held under close scrutiny by several different stakeholders adding additional pressure. Some investigations involve suspended officers and staff, or those awaiting court trials often for months or years, compounding demand further reducing capacity. Assets are good, with a dedicated vehicle for the unit, flexible working equipment and priority over the HQ Conference Room for misconduct panels. Performance is acceptable but plans are in place to improve (step 2), with key performance measures and force commentary recorded by the [Independent Office of Police Conduct](#). Monthly performance meetings for supervisors and investigators are chaired by the unit DCI. Unit median years service is high at 16.

ACU: Capacity and security of supply are issues, with only one auditor in post and a vacancy currently unfilled. Audit demand fluctuates, limiting proactive anti-corruption work and reducing resilience when demand is high. Despite this, the team has strong capability across roles, with experienced staff (21 years median service) and good access to specialist tools and support from DDaT/InfoSec. Performance is difficult to measure in ACU as negating an investigation through proactive intelligence work is as much a success as securing a positive CJ outcome or dismissal. HMICFRS recognised the limitations of this approach during their recent inspection when capacity is lower than desired (step 3).

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

4. Risk Management

- Risks and Recommendations:** This area is subject to high levels of external scrutiny. All risks, issues (departmental and strategic), and recommendations (including HMIC, Angiolini and Casey) are maintained on the Force risk register, with high levels of governance.
- ACU Capacity:** Proactive work can sometimes recede in favor of reactive – plans seek to address this.



Innovation: The force is exploring a new, less intrusive, and cost-effective substance testing regime that can cover a larger workforce. This initiative is pioneering, with other local forces seeking advice on its implementation.

11d. Vetting and Civil Claims

Summary: The Joint Force Vetting Unit is a collaborated function with Surrey Police. Vetting nationally has been subject to external review in recent years and the changes through recommendations and APP have increased demand. The unit is proactively exploring how to address this to maintain performance. The Civil Claims Unit is a small team who process civil claims and coronial matters. The team performs well and has mitigations in place to negate any reduced capacity.



AMBER

71

1. Current & Projected Demand

Joint Force Vetting Unit (JFVU): The vetting management database shows a consistent year-on-year increase in workload over the past three years, with growth averaging between 6–7% annually. Demand for vetting is also shaped through ongoing consultation with recruitment teams, particularly around bulk recruitment campaigns across the force. Although forecasts for recruitment intakes are provided, these can often change at short notice. The Angiolini Inquiry and the 2024 Vetting APP have introduced specific recommendations for the vetting community, resulting in increased vetting requirements. In addition, the annual integrity review has seen a rise in officers and staff reporting changes in personal circumstances, further driving demand, which is expected to continue growing. The outcome of the HMICFRS inspection in October 2024 may lead to further recommendations, and the implications of Part 2 of the Angiolini Inquiry remain unknown at this stage. There has also been an increase in the declaration of business interests, potentially linked to the rising cost of living. High-risk vetting cases require regular reviews, which add another layer of demand that is not routinely captured in current data.

Civil Claims Unit (CCU): The force recorded 498 claims and inquests in 2024 with a key demand driver being the growth in Article 2 inquests which almost doubled (30). Whilst comparatively small in number the preparation workload for these cases is high and the increase in demand has impacted the unit. Overall growth is anticipated to rise, with combined CCU demand surpassing 500 cases in 2024 – a before unknown level of demand. There is a high degree of “hidden demand” on the CCU, partly because the unit provides legal advice and guidance to other departments which do not always ultimately translate into recordable claims or Article 2 inquests and is therefore not captured in demand data.

3. Prioritisation & Planning

Vetting Review: To improve JFVU **capacity** and **performance** the following are under consideration (incorporating any HMICFRS Inspection and Angiolini Part 2 feedback)

- Use of insights from the annual integrity review to plan resource allocation in advance.
- Tracking time and resources spent on specific tasks to identify inefficiencies.
- Developing a Power BI dashboard to spot gaps in vetting coverage
- Conduct a resource review to ensure staffing levels align with current and future demand.
- Implementing changes from the 2024 Vetting APP, including removing outdated tasks and adjusting timelines.
- Using tools like the Core-vet API and exploring automation or robotics.
- Scoping charging for contractor vetting to generate revenue and avoid unnecessary vetting for non-essential cases.
- Identifying and introducing new technologies to enhance overall efficiency.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
RED	AMBER	AMBER	GREEN	AMBER	N/A

JFVU: While individual performance is good, the current vetting workforce cannot meet demand without the use of overtime. From benchmarking activity, this is a similar situation to most forces. Even though caseworker and admin numbers have increased, supervisory capacity has not, placing pressure on supervisors and displacing some tasks. Supervisors are experienced and bring stability, but overall team experience has declined due to turnover. Most caseworkers now have under two years' experience, increasing training needs and impacting capacity. Training is mainly on-the-job with support from workplace mentors, which further limits experienced staff availability for casework. A well-being supervisor is in place. Performance targets exist, but the team is currently unable to meet the 90% target for 30-day clearances due to increased demand and process changes (see step 1). The unit is moving to a risk-based triage system in the coming year (see step 3). JFVU would benefit from improved access to office space, as it relies heavily on remote working and lacks a dedicated vehicle.

CCU: Civil Claims is a small unit and therefore has limited resilience. Capacity and security of supply are a concern for the team, and any unmet demand caused by unexpected absence (for example, long term sickness) is outsourced at a cost (see step 4). However, the team has good well-being and high capability. Performance is monitored through Centurion, with claims and judicial reviews both having statutory response times monitored through flags on the system. Article 2 inquests have Coronial directions for compliance which are again maintained through Centurion. Whilst the team is small and demand grows annually (see step 1), performance is high and has been sustained through proactive engagement with solicitors and the courts to ensure deadlines are met.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
AMBER	GREEN	GREEN

4. Risk Management

- **CCU Capacity:** Due to limited CCU capacity (see step 2), some demand may be unmet posing reputational and financial risks to the force. To mitigate against this, outsourcing to the force solicitors during prolonged absences can help mitigate these consequences.
- **JFVU Supervisor Pay Grade:** The department is exploring the option to increase pay for supervisors and maintains a risk on this. Loss of JFVU supervisors would be highly detrimental to the unit.



Innovation: The Civil Claims Unit has received training to directly challenge claimant solicitors' costs under CPR Part 36, reducing reliance on external legal support and saving the force over £45k in legal fees in FY 24/25.



1. Current & Projected Demand

The fleet has adapted to shifting operational requirements, including changes to team structures and locations. However, redeploying specialist teams across multiple sites (such as through the various change projects across the organisation) can strain current vehicle distribution. Expectations of immediate access to new vehicles, especially during transitions from marked to unmarked, often overlook manufacturing lead times. As a result, older vehicles must remain in service longer, affecting overall reliability. The force is transitioning from siloed vehicle ownership by departments to a Whole Fleet Management model, giving all teams access to a shared "One Force" fleet that flexes with the operational cycle. Joint Transport Services (JTS) will manage vehicle resources daily to meet localised demand while ensuring availability across the organisation. Staff will need to adapt to new booking processes, even for specialist vehicles. This is a revolutionary approach in policing and this shift will require time to embed the necessary cultural and behavioural changes. Demand on JTS is anticipated to rise owing to these changes.

2a. Workforce Assessment

JTS workshops face varied recruitment challenges. While south coast sites can attract qualified technicians, Crawley Down, due to its proximity to Gatwick, has seen no applicants. With technician numbers declining due to retirement or health, JTS has increased logistics and admin support to move vehicles between sites or to third-party garages. Capacity at the Hastings site is limited, constraining support for Crawley Down. As a result, the current internal-to-external maintenance split has shifted from the 80% internal target to a 50/50 balance, impacting operational efficiency. To improve technician recruitment and retain engineering capacity, JTS is exploring relocating more workshop functions to areas with a larger pool of vehicle technicians whose salary expectations align with the force’s pay structure. Current capability is suitable, but vehicle technology is shifting rapidly from predominantly mechanical systems to one increasingly defined by electrical and computer-based components. Over the next seven years, this shift is expected to move from 80% mechanical to 80% digital. The current technician workforce, largely trained in mechanical systems, may struggle to adapt to this change. Apprenticeships are viewed as the most sustainable solution, though it will take around five years of training/practical experience to develop fully competent technicians for the vehicles of 2030. Assets are suitable but fleet management work is reliant on extraction and manipulation of data from SAP which does not lend well to efficient ways of working.

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	AMBER	N/A

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	AMBER	GREEN

3. Prioritisation & Planning

- Project Thrifty:** Project Thrifty is JTS’ overarching approach to a capital saving of an estimated £10m over the next four to five years. Two key enablers to this are telematics and digital key safes. Telematic devices have been installed across the fleet during 2024. This enables the force to monitor driver data to proactively improve driver capability and behaviour and reduce fuel costs and police vehicle incidents (an estimated saving of £780k over five years). Digital key safe allows smarter and more efficient vehicle use and access. This system has been installed but is not currently live, it will be switched on during 2025. Both of these projects are key enablers to a smaller more efficient fleet which will consist of fewer vehicles over time, but which are much more efficiently managed (as detailed in step 1).
- Apprentice Positions:** JTS continue to explore how to bring in and retain apprentice technicians who will provide the force the skills and abilities to maintain the fleet into the 2030s. Identifying clear barriers (such as workshop locations) forms part of this work.

4. Risk Management

- Key Management:** The force has an existing strategic risk regarding the current management of vehicle keys. This risk will be terminated once the key safe technology is live.



One Team Ethos: During the disorder of summer 2024 (Operation Navette) JTS technicians worked outside of their operational hours to support ongoing policing requirements across Surrey and Sussex – ensuring responders had all the suitable vehicle and equipment assets they required during what was a highly unpredictable time. This demonstrates a one team ethos where no matter the role, each contribution is vital to policing and supporting communities.





1. Current & Projected Demand

As the transformation programme continues to evolve, there is a clear opportunity to undertake a post-implementation review to assess its impact on operational delivery and to inform future Facilities Services planning (see step 3). Whilst demand on teams is varied, currently, the Facilities team is operating largely in a reactive capacity, which presents challenges in consistently driving improvements across the estate. Demand is anticipated to grow in 2025/2026. Facilities Services is a collaborated function with Surrey Police and the redevelopment of Surrey Police HQ (Mount Browne) will likely impact colleagues from both forces. The Estates Transformation Programme has left Facilities Services in a slight state of flux, where there is reluctance to refurbish existing spaces which will no longer be used for policing in the future, making planning difficult. This is a temporary challenge which will resolve in time as the programme progresses.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
AMBER	GREEN	AMBER	GREEN	GREEN	N/A

Capability is good and improving. The current team set up is quite new (one year post implementation) but experience is growing. The new model is regional, where workloads are distributed by a central helpdesk to relevant staff maximizing capacity. Some specialist functions (such as facilities custody officers) have removed demand from regional teams. Collectively Facilities Coordinators are at 89% strength, and security of supply is problematic with high turnover. Well-being is good and leadership offer support to teams as required. Assets are suitable, teams are often required to assist DDaT colleagues with tools/equipment.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	GREEN

3. Prioritisation & Planning

- Post Implementation Review (PIR):** A PIR of the Facilities Transformation Programme will be conducted in spring/summer 2025 to understand how the model is functioning and if changes are required.

4. Risk Management

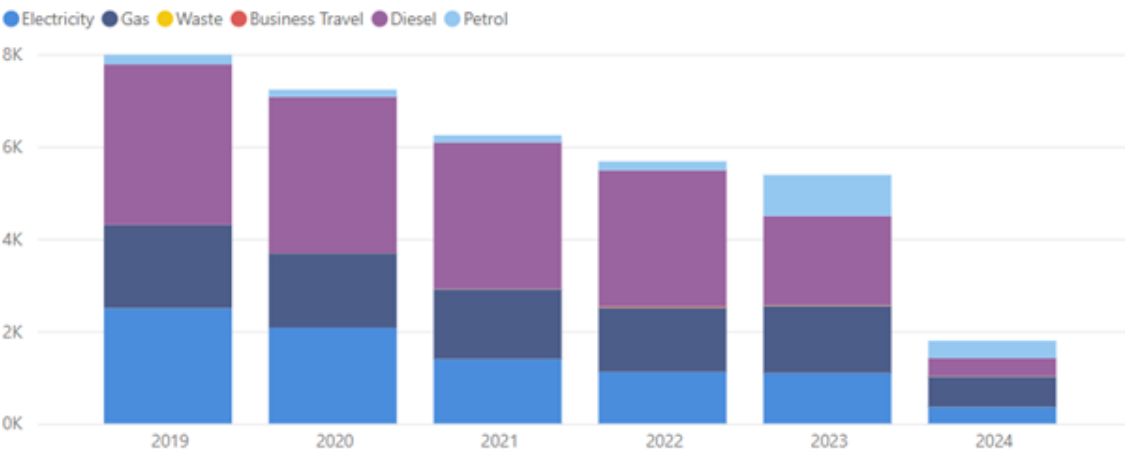
- Temporary Evidence Property Stores:** The wider Estates and Facilities team are working to improve processes and capacity at temporary evidence stores when officers seize property and evidence. Resource has been supplied (3 x FTE) to ensure stores are functioning adequately and a Lead Responsible Officer (Superintendent) is progressing a project to terminate any risks.



Be environmentally aware

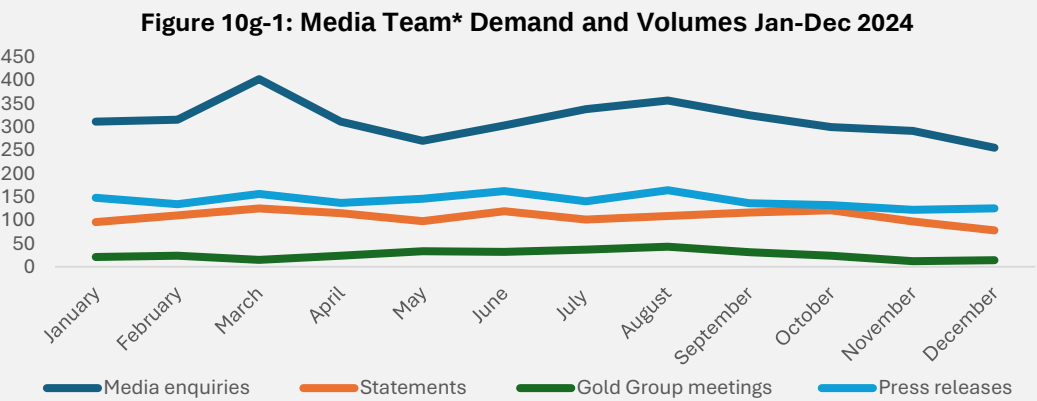
Sussex Police, alongside Surrey Police, is working towards achieving Net Zero by 2050, with progress already underway. Led by the Sustainability and Environmental Manager, the "Follow the Bear" campaign and working group are driving efforts to reduce carbon emissions, cut costs, and enhance environmental sustainability in day-to-day operations. Key achievements include nearly £125,000 in energy savings during winter 2023. The Environmental Energy Plan is awaiting sign-off, with ongoing projects such as the installation of 14 solar arrays across the estate increasing sustainable energy.

Co2 Usage (tonnes) **Figure 10f-1: Surrey Police and Sussex Police Co2 Usage 2019 to July 2024**



1. Current & Projected Demand

Demand on the Media and Communications Department (M&CD) is varied and increasing in both volume and complexity. Drivers include the rise in national and global events, internal communications linked to cultural change, and a growing number of recognition events requiring end-to-end support. Police misconduct cases, FOIs, and media enquiries continue to rise, requiring dedicated input. Public appetite for multimedia content is strong, though more resource-intensive to produce and tailor for multiple platforms. Reduced support from partners, such as the CPS, has also shifted additional responsibilities onto the team. M&CD has well-established processes for triaging and prioritising inbound demand, 2025/2026 will bring additional pressures. The use of District Engagement Officers to support delivery of the [Neighbourhood Policing Guarantee](#), alongside communications for devolution and a rising number of critical incidents and public order events, will require resource beyond the capacity of the current structure.



* The Media Team is one team of four within M&CD and produce corporate and community-based communications (including the police response to major incidents and the work of local officers)

3. Prioritisation & Planning

- Police use of Social Media Appeals:** A joint project between Media & Communications and Corporate Development will assess what makes social media appeals for missing persons, suspects, and witnesses more effective. The review will consider factors like timing, content, algorithms, and paid posts. It will be cost-neutral, begin with a terms of reference in June 2025, and conclude by year-end. Findings may inform future improvements in appeal strategy.

2a. Workforce Assessment

Capacity	Capability	Security of Supply	Well-being	Performance	SMS Satisfaction Score (Avg. 2024)
GREEN	GREEN	GREEN	GREEN	GREEN	N/A

Media & Communications (M&CD) generally operates with good capacity thanks to robust demand triage, though sustaining 24/7 coverage remains a challenge. The most significant capability gap lies in social media expertise, particularly around adapting to evolving platforms, algorithms, and technical troubleshooting. While some capability exists, both skillsets and capacity in this area require review and development. Security of supply is currently good however, the unit is small and vacancies or abstractions can quickly impact resilience. Well-being is currently positive, but leadership remains alert to the risks posed by spikes in demand or extended out-of-hours coverage. Assets are typically suitable. M&CD’s increasing reliance on bespoke digital tools calls for more flexible and readily available IT support in the future. The Corporate Communications Strategy 2023-2026 offers strategic guidance on the aims of and approaches of M&CD. Based on engagement levels, M&CD performs well.

2b. Asset Assessment

Asset Availability	Asset Condition	Asset Security of Supply
GREEN	GREEN	AMBER



Sussex Police worked with production company Blast! Films to produce the Channel 4 fly on the wall documentary, Night Coppers. Now on its third series, the documentary offers insight into policing teams in Brighton, building trust and confidence and reaching key audience demographics at 1m+ per episode.

4. Risk Management

- Photography and Videography:** There is limited in-house capacity and asset availability for photography and videography, which means that some requests cannot be fulfilled. While the consequences of unmet demand are generally low, the gap does impact the team’s ability to respond at pace and scale, particularly during time-sensitive or high-profile events. Where appropriate, services can be outsourced at cost or deprioritised where no service level has been agreed.



Innovation: The Media and Communications team frequently delivery innovative content to both engage the public and support wider policing. This includes Valentine’s Day wanted person appeals, which garnered so much public interaction they resulted in two suspects being located and arrested. Other initiatives, such as Operation Claxon, involved the creation and deployment of an operational framework to help incidents commanders recognise reputational risk at an early stage.



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DCEP

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Police Officer from day one – new recruits receive a starting salary from the outset and continue to earn while they learn

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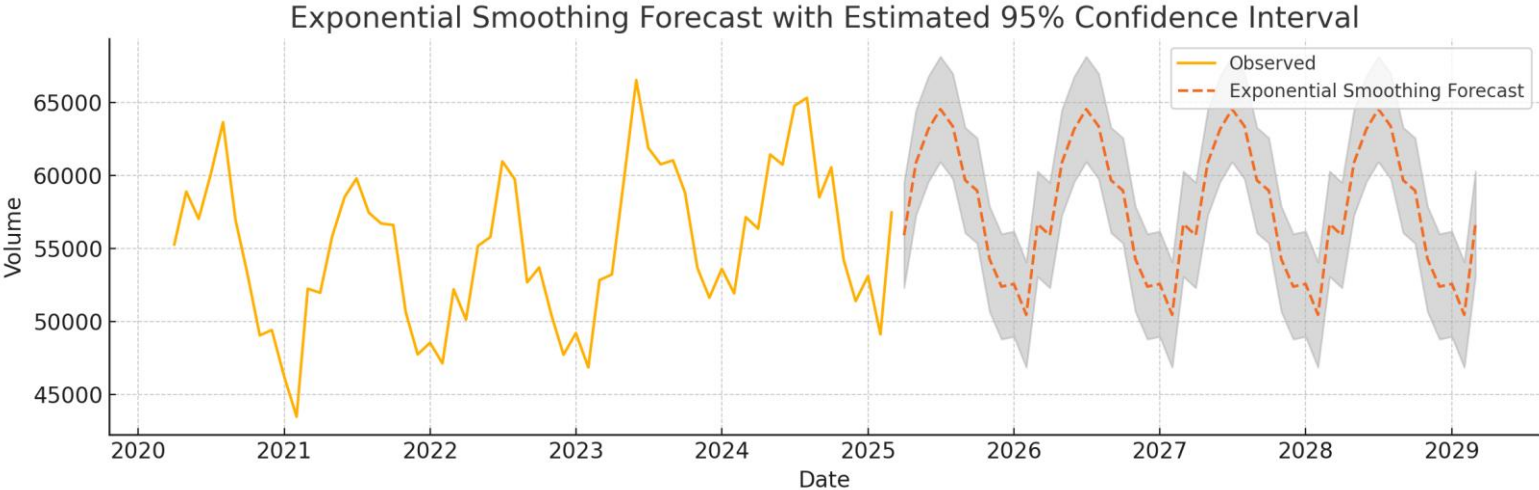
Interested in a rewarding career as a Sussex Police Detective? Visit our [recruitment site](#) to learn more about the Detective Constable Entry Programme and how to apply.



Appendix A – Contact and Response Data



Forecasting: Total Contact

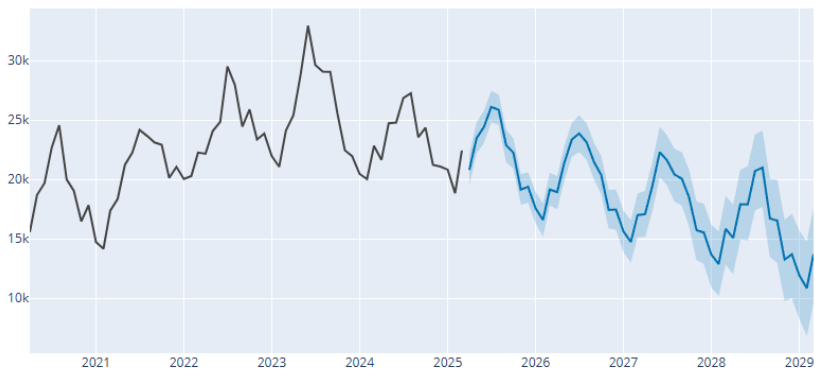


Total Contact - In FY 2024/25, overall contact volumes remained flat, despite notable fluctuations across individual channels. This stability followed an anticipated 5% year-on-year increase, which did not materialise. The absence of growth appears linked to recent internal changes, such as the implementation of JCUT and Smart Storm, revised shift patterns, and enhanced call handler capability through training (omni competence) -all of which have contributed to improved performance and are influencing demand.

Channel-level dynamics were mixed. 999 call volumes declined by 10%, aligning with expectations of a shift toward more appropriate use of emergency services. 101 demand increased in line with forecasts but is expected to plateau or decline once the CRM system is embedded. Webform usage remained below expectations for a second year, likely impacted by improved 101 responsiveness. In contrast, ambulance-originated calls continued to rise steadily, while fire and alarm contacts declined, consistent with recent trends.

Looking ahead, the forecasting model (exponential smoothing) projects relative stability in total contact volumes over the next four years, while allowing for moderate fluctuations in either direction. The upcoming roll-out of the CRM portal introduces a key variable that may alter future demand, though its impact is not yet quantifiable and has not been included in the current forecast. Ongoing monitoring will be essential to understand how these evolving factors shape overall contact volumes moving forward.

Forecasting: 999 Calls

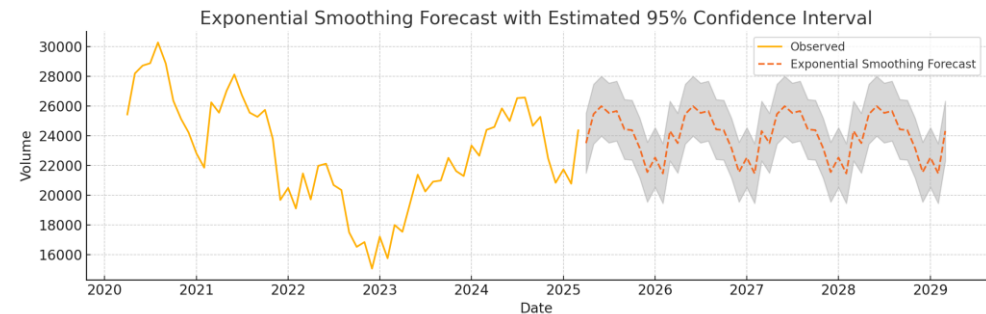


999 – Last year, we forecast a decline in 999 call volumes, driven by improved performance across both the 999 and 101 services. This was expected to result in a channel shift, with more appropriate use of the emergency line. Actual demand in FY 2024/25 decreased by 10%, in line with these projections.

While it remains too early to confirm whether this represents a long-term shift or a short-term fluctuation, our forecasting model (Prophet), which incorporates the past five years of data and places greater emphasis on recent trends, projects a continued year-on-year decline of approximately 7–11%. That said, the confidence intervals reflect a range of possibilities, including smaller decreases or slight increases.

We are closely monitoring 999 demand to identify emerging patterns and expect to gain greater clarity over the next year regarding the trajectory of long-term trends.

Forecasting: 101 Calls



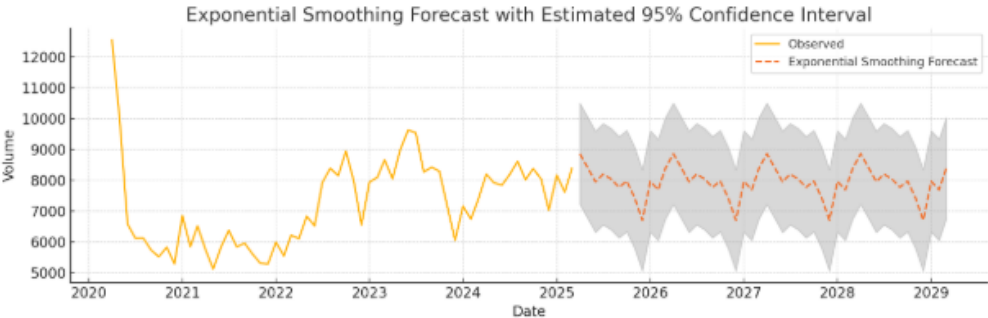
101 – In our previous forecast, we anticipated a continued annual increase in 101 call volumes at a steady rate of 13–16%. Actual data for FY 2024/25 shows a 13% rise in 101 demand, which aligns closely with our projections.

However, it is premature to conclude whether the upward trend observed over the past two years will persist over the longer term. A key consideration is the upcoming implementation of our Customer Relationship Management (CRM) system. Evidence from other forces suggests that CRM deployment can lead to significant reductions (up to 30%) in non-emergency contact volumes, primarily due to decreased demand for updates and officer contact.

Based on this, our professional assessment is that the previously forecast growth (as projected by the Prophet model) is unlikely to continue. Instead, we expect 101 demand to stabilise, with a realistic possibility of decline once CRM is fully integrated into operational workflows.

Given these dynamics, exponential smoothing appears to be a more appropriate forecasting method for modelling 101 volumes. We will continue to monitor demand closely to identify any emerging or unanticipated trends.

Forecasting: Webform

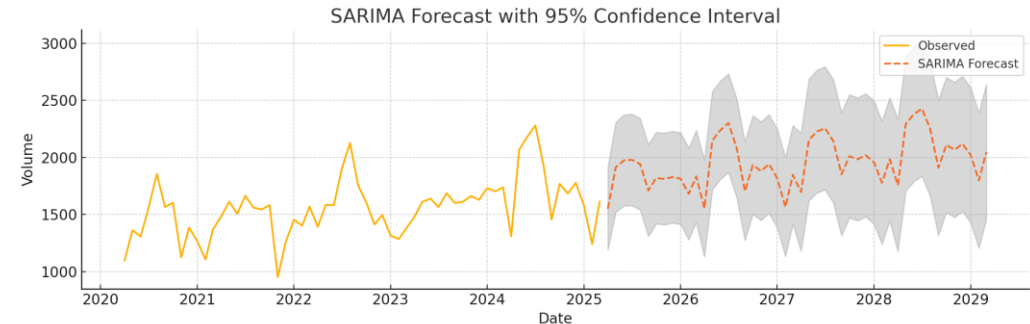


Webform volumes in FY 2024/25 increased slightly compared to the previous year but remained below forecasted levels. This marks the second consecutive year in which actual demand has underperformed relative to expectations.

One potential explanation is improved 101 performance, which may have reduced the incentive for the public to use webforms as an alternative, particularly during periods previously characterised by long call wait times. Looking ahead, the anticipated reduction in 101 demand following CRM implementation may also extend to webform usage, as the same underlying drivers, such as reduced need for contact and case updates, are likely to affect both channels.

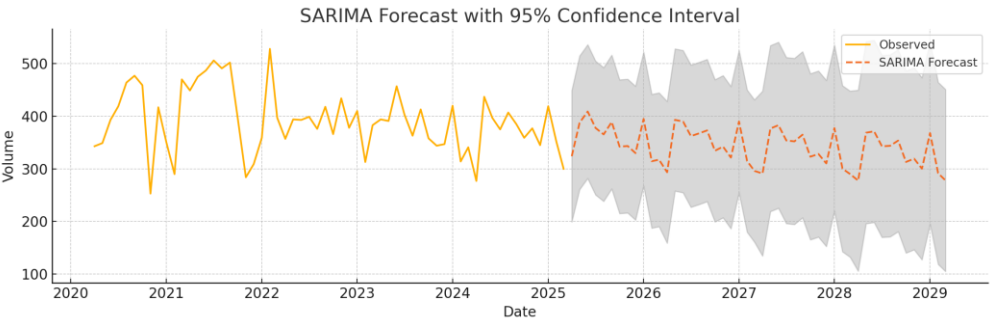
As a result, we expect webform demand to remain relatively stable over the next four years, with the forecast model allowing for a modest range of fluctuation in either direction. As with other contact channels, we continue to monitor volumes closely and anticipate gaining a clearer understanding of long-term trends over the next year.

Forecasting: Ambulance



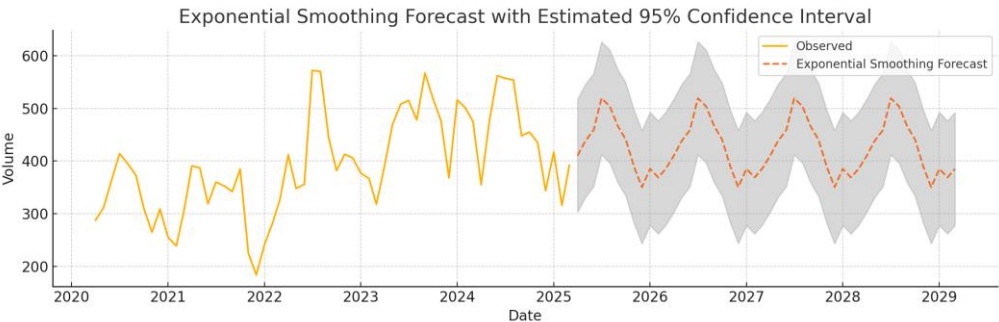
Ambulance – Calls originating from the ambulance service have increased for the fourth consecutive year, indicating a consistent upward trend. Based on this trajectory, we anticipate continued year-on-year growth of approximately 5%. The SARIMA model has been identified as the most suitable forecasting approach, given its ability to account for underlying seasonality and trend components in the data.

Forecasting: Alarm



Alarm - In FY 2024/25, calls from alarm services declined for the third consecutive year, aligning with forecast expectations. This consistent downward trend suggests a continued year-on-year reduction of approximately 3%. The SARIMA model remains the preferred forecasting method, as it effectively captures both seasonal patterns and long-term trends in the data.

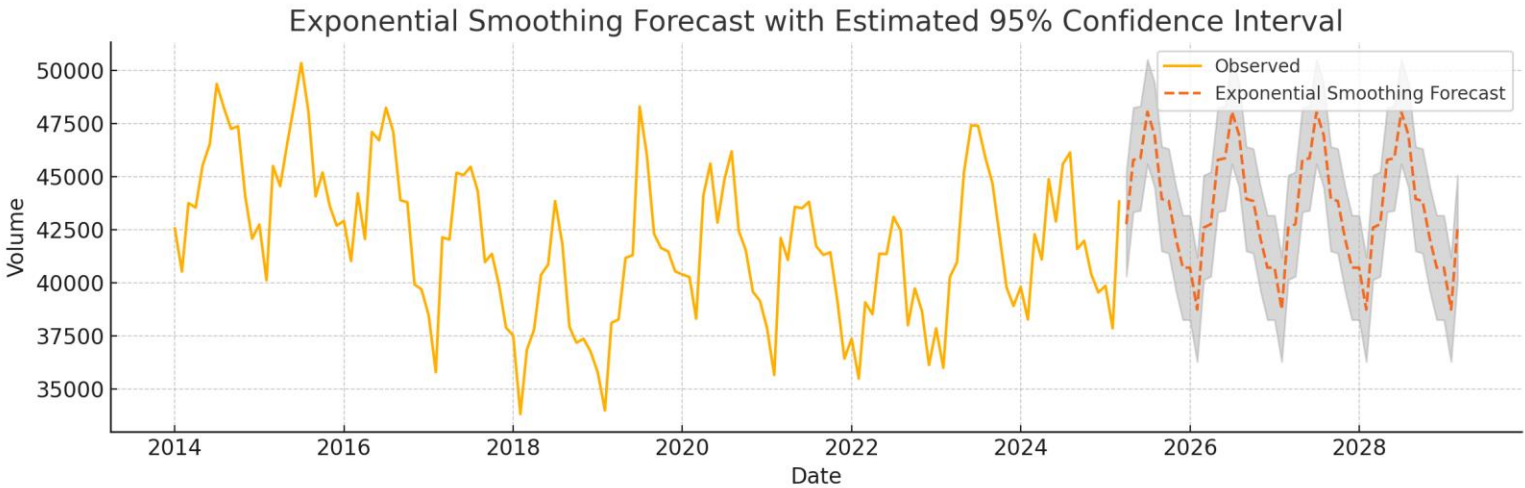
Forecasting: Fire



Fire – In FY 2024/25, calls from the fire service declined following two years of exceptional growth. Although last year’s forecast projected continued increases based on prior trends, actual volumes did not follow that trajectory.

Due to the inherent volatility in the historical data and relatively low monthly call volumes, forecasting in this area remains challenging. Exponential smoothing has been selected as the most suitable model, as it captures recent movements and projects a modest further decline before stabilisation. The model’s confidence intervals reflect a broad range of potential variation in either direction.

Forecasting: Total Recorded Incidents



Total Recorded CADs – Forecasting CADs volumes by category has presented significant challenges following the implementation of the new grading policy in October 2024 which marked a major structural shift in how incidents are categorised, increasing from four grades to six categories. To support forecasting continuity, a conversion model was developed to align historical grading with the new categories. This was informed by policy definitions and previous audit work conducted in anticipation of the grading change. Encouragingly, the predicted distribution of demand across categories has closely mirrored actual proportions, supporting the validity of the mapping for high-level planning.

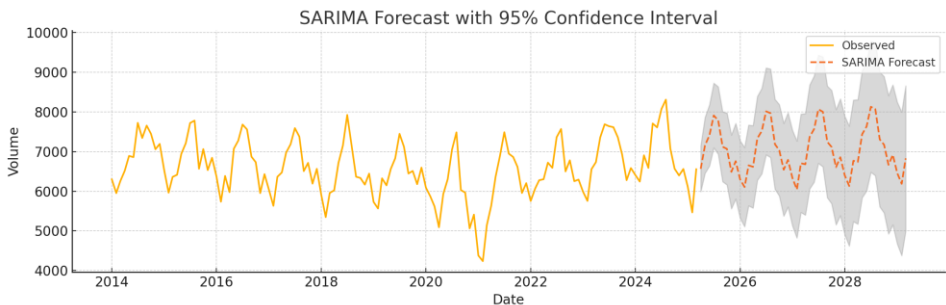
However, due to shifts in incident definitions and operational context over the past ten years, this mapping should be viewed as indicative rather than definitive. As such, forecasts for individual categories remain provisional and are subject to greater uncertainty. More accurate and data-driven forecasts will only be achievable after several years of consistent data under the new framework. This year’s projections are therefore underpinned by a combination of modelling insight and professional judgement.

Total recorded CAD volumes declined slightly in FY 2024/25, following a significant 8% increase the previous year. Over the past decade, total incident volumes have shown no clear long-term trend, primarily due to variability in Grade 4 (now Category F) incidents, which account for nearly half of all CADs, and the impact of external disruptions such as the COVID-19 pandemic.

At a category level, early trends are mixed. Category A appears relatively stable and remains the most reliable to forecast. Category B and C have remained stable, Category D shows strong upward momentum, and Category E continues to decline. Category F remains highly variable and driven by internal recording practices.

Looking forward, the exponential smoothing model projects a modest 3% increase in total recorded CADs in FY 2025/26, with potential for small fluctuations in either direction. As the new grading structure beds in, and once a full annual cycle of post-policy data is available, forecast precision at both total and category levels is expected to improve.

Forecasting: Category A

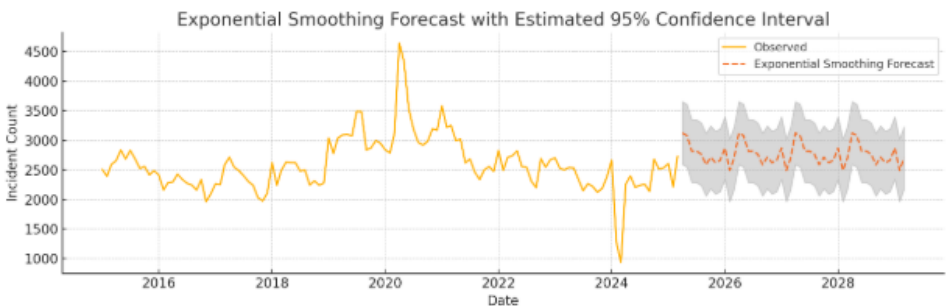


Category A has been mapped directly from Grade 1 CADs under the previous grading framework. While the new grading policy introduces some changes, the transition is relatively aligned, supporting reasonable forecasting accuracy.

Historically, Grade 1/Category A incidents followed a steady downward trend until the pandemic, which prompted a sharp decline. Since then, volumes have generally increased year-on-year, until FY 2024/25, when a marginal 1% decrease was observed compared to the previous year.

Looking ahead, Category A demand is expected to remain relatively stable. The SARIMA forecasting model accounts for variability in both directions, offering flexibility around this central estimate. However, a more robust forecast will be achievable once a full year of data under the new grading policy becomes available.

Forecasting: Category B



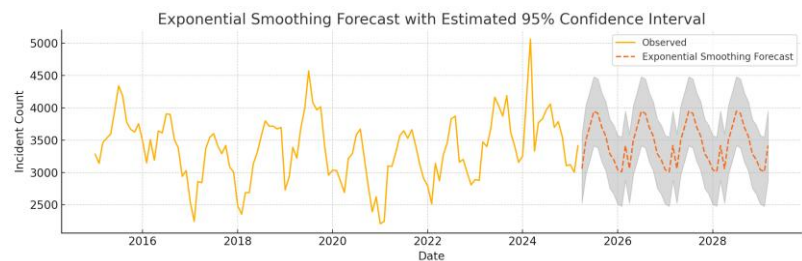
Category B - To enable reliable forecasting under the new grading framework, legacy Grade 2 incidents have been mapped to Category B and Category C using a graduated time-based approach. This method reflects how operational practice has evolved, shaped by changing demand, new workforce models, and a more dynamic use of resources such as divisional coaching units. By flexing response time thresholds across different time periods, the approach ensures a consistent and realistic allocation of demand, currently split at approximately 44% Category B and 56% Category C. This enables continuity in analysis despite variations in grading policy and frontline deployment models.

As a result of this methodology, Category B volumes have remained relatively stable over time. Notable exceptions include temporary increases during the COVID-19 lockdowns, when additional capacity enabled faster response times, and a sharp dip in Q4 2022/23 due to a technical issue in the STORM Command and Control system that omitted arrival timestamps. These CADs were attended, but the missing data impacted the derived figures; this issue is being resolved, and corrected data is expected for the next reporting period.

The introduction of the new grading framework in October brought about a clear step change in demand. Monthly Category B volumes increased and have since remained elevated, suggesting the emergence of a new operational baseline. For FY 2024/25, Category B incidents rose by 12% compared to the previous year.

Given the scale of change, forecasts based on historic Grade 2 data and the derived Category B volumes may be less reliable. The exponential smoothing model currently in use is designed to respond to short-term patterns, and it projects further growth in FY 2025/26 before stabilisation is anticipated. A more accurate and robust forecast will become feasible once a full year of data under the new grading structure is available.

Forecasting: Category C



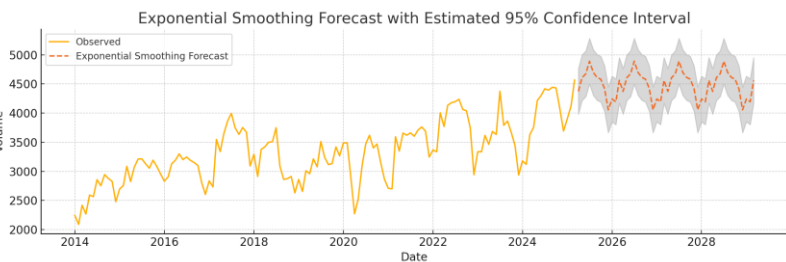
Category C incidents were derived from historic Grade 2 CADs, specifically those not reclassified as Category B under the new grading framework. A graduated time-based approach was applied to distinguish between the two categories, using arrival times to infer the level of urgency historically associated with each incident. By establishing this time-sensitive thresholding, the approach maintains analytical consistency across legacy and current grading systems. However, caution is advised when interpreting longer-term trends, as historical data is affected by definitional and structural changes.

Despite these challenges, Category C volumes have remained broadly stable over time. One significant anomaly occurred in Q4 2022/23, when a technical issue in the STORM Command and Control system led to missing arrival timestamps for a proportion of CADs. Although these incidents were attended, the absence of arrival data temporarily inflated Category C figures. This issue is currently being resolved, with corrected data anticipated in future reporting.

The introduction of the revised grading framework in October resulted in a notable shift in demand profiles. Monthly volumes of Category C incidents have declined and appear to reflect a new, lower operational baseline. For FY 2024/25, Category C incidents decreased by 7% compared to the previous year.

Given this substantial shift, historical trends, whether based on Grade 2 or derived Category C data, should be interpreted with caution. The current exponential smoothing model is designed to track recent patterns and forecasts a further 3% decline in FY 2025/26, with volumes expected to stabilise thereafter. Forecast reliability is expected to improve once a full year of data under the new framework becomes available.

Forecasting: Category D



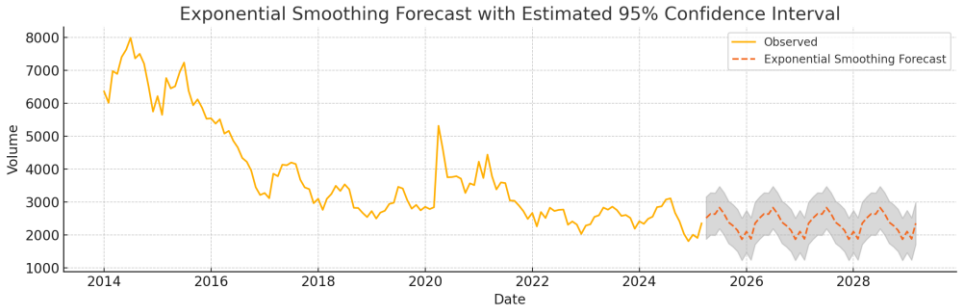
Category D incidents have been derived from historical Grade 3 CADs that resulted in a crime-related or non-domestic incident result type. However, this mapping does not fully capture the operational definition of Category D under the new grading framework. Some incidents now classified as Category D (or alternatively as Category E) may not have been captured under this mapping due to additional classification criteria.

Under the new policy, Category D generally includes non-urgent crime and non-crime domestic abuse incidents that are suitable for remote resolution, primarily handled by the IIT (Initial Investigation Team).

Historically, Grade 3 crime and non-crime domestic volumes increased steadily until FY 2023/24, when a slight dip was observed. This was followed by a significant 18% rise in FY 2024/25 compared to the previous year.

Given the structural changes introduced by the new grading policy, historical Grade 3 data and derived Category D volumes may not provide a reliable basis for forecasting. The exponential smoothing model used reflects recent trends, projecting continued growth in FY 2025/26, after which volumes are expected to stabilise. Forecast accuracy will improve once a complete year of data under the new grading criteria becomes available.

Forecasting: Category E



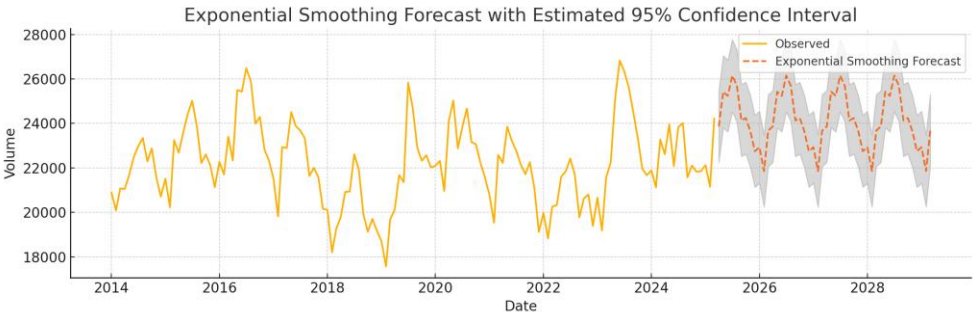
Category E incidents have been derived from historical Grade 3 CADs that did not result in crime-related or non-domestic incident outcomes (essentially the inverse of the Category D mapping). However, this approach does not fully capture the operational definition of Category E under the revised grading framework. Some incidents now falling under Category E (or alternatively Category D) may not be reflected due to additional classification factors introduced in the new model.

Under the new policy, Category E generally includes non-urgent, non-crime incidents (excluding non-crime domestic abuse) that are appropriate for resolution by Neighbourhood Policing Teams (NPTs).

Historically, Grade 3 non-crime demand followed a declining trend until the COVID-19 lockdown periods, which triggered a temporary spike in reporting, largely related to breaches of lockdown restrictions. This was followed by a return to declining volumes. In FY 2024/25, Category E demand decreased by 4% compared to the previous year.

Given the structural changes introduced by the new grading policy, forecasts based on historical Grade 3 data and derived Category E volumes are unlikely to offer reliable predictions. The exponential smoothing model currently applied reflects recent trends and forecasts a continued decline in FY 2025/26, after which volumes are expected to stabilise. Forecast reliability will improve with the availability of a full year's data under the new grading criteria.

Forecasting: Category F

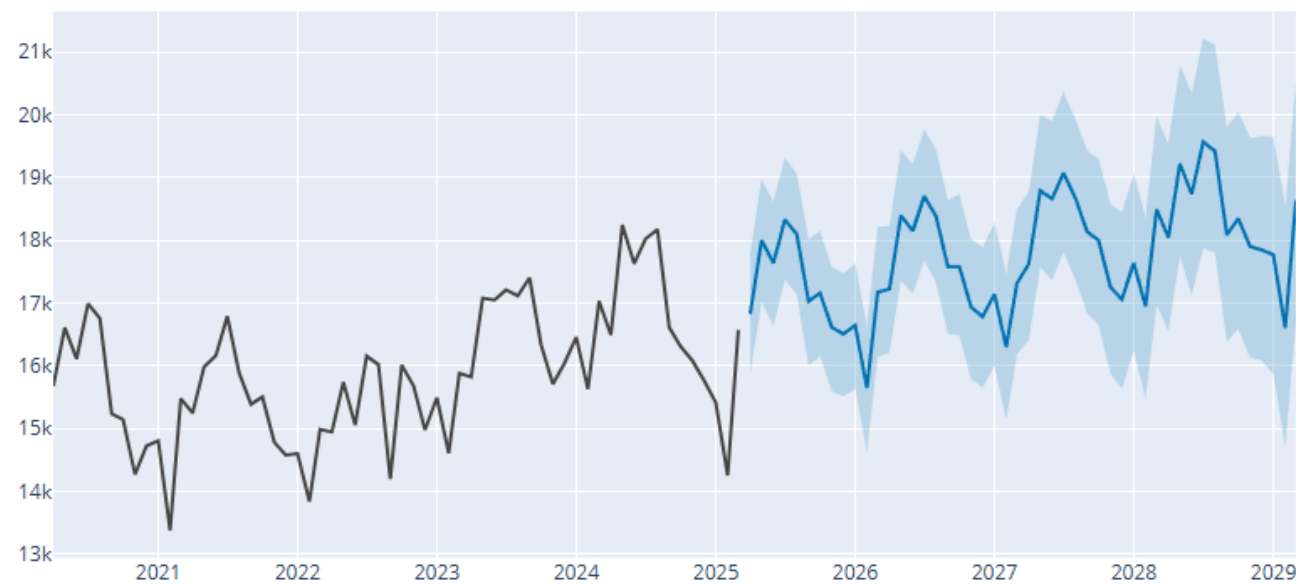


Category F has been directly mapped from historical Grade 4 CADs. This category encompasses a broad range of non-urgent incidents, including self-generated police activity such as arrests, warrants, and operations, as well as CADs that require no further action from the police. Demand in this category is largely shaped by internal recording practices and decisions around what constitutes suitable logging.

Historically, Grade 4 volumes have exhibited fluctuating patterns without a consistent long-term trend, though seasonal variation is evident, typically showing higher activity during summer months. In FY 2024/25, Category F volumes saw a modest decline compared to the previous year.

The exponential smoothing model applied to this dataset forecasts a slight increase in demand for FY 2025/26, followed by stabilisation. Forecast confidence is expected to improve once a full year of data under the new grading structure becomes available.

Forecasting: Total Recorded Incidents

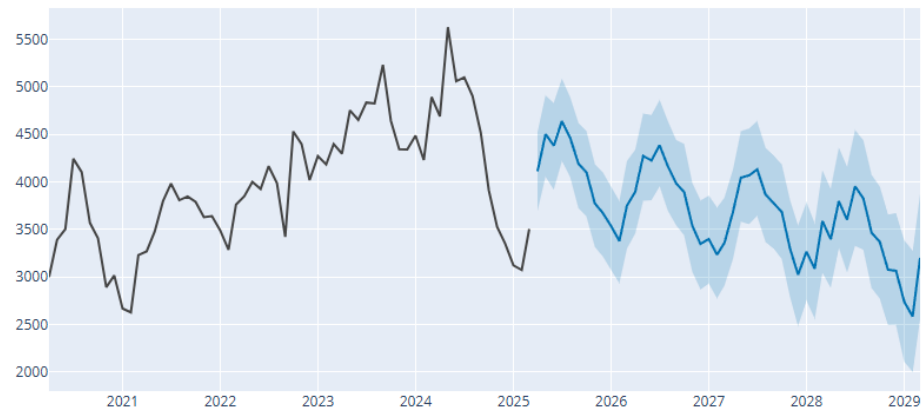


Total Resourced Incidents – In FY 2024/25, overall attendance volumes remained unchanged from the previous year. This was largely driven by the introduction of the new grading policy, which significantly altered how incidents are categorised and resourced. Prior to its implementation, the organisation was on track to meet the previously forecasted 6% increase. Although the policy's potential impact on attendance was anticipated, its exact effect could not be accurately modelled in advance.

Throughout 2024/25, attended incidents across the six result types reflected a dynamic operational environment shaped by policy changes, strategic priorities, and shifts in resource deployment. Crime-related attendance declined due to increased virtual resolution, while PSW demand held steady—offsetting reductions in concern-for-safety incidents with a rise in missing person cases. Anti-social behaviour incidents saw a modest but unanticipated increase, although the impact remains limited due to low volumes. Transport-related CADs stabilised post-pandemic, and admin attendances grew as freed-up response capacity was redirected to proactive and pre-planned activity. Alarm volumes continued their gradual decline and remain too marginal to affect overall patterns.

Looking ahead, the forecasting model anticipates a modest year-on-year increase of approximately 2–3%, equating to an additional 12–17 attended CADs per day however the forecasting model allows for fluctuations in either direction.

Forecasting: Dispatched Crime Incidents

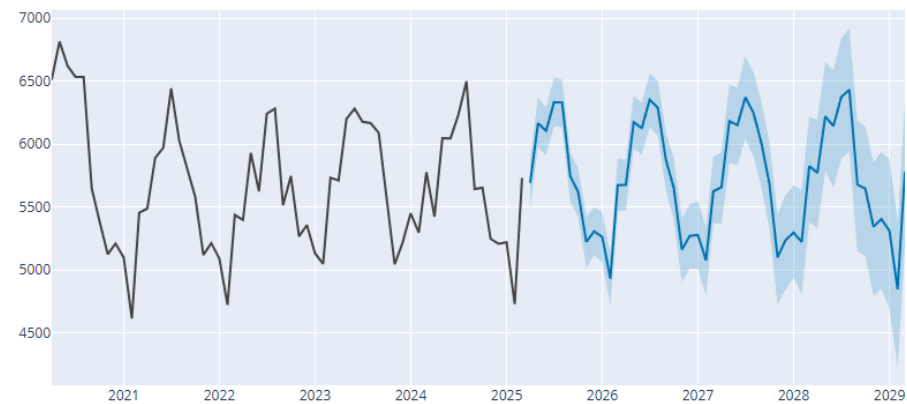


Resourced Crime Incidents – In FY 2024/25, physical attendance to crime-related CADs declined by 9%, primarily due to the introduction of the new grading policy in October. Under this policy, non-urgent crimes are increasingly managed through virtual appointments, which are not currently counted as "attended" incidents. The reduction was most pronounced in Q3 and Q4, following implementation. On average, daily attended crime CADs dropped from 141 prior to the policy change in 2024 (with May 2024 marking the peak at 160 per day) to approximately 100 post-implementation.

For FY 2025/26, we anticipate a continued decline in attended crime CADs, largely due to comparisons against pre-policy data. The Prophet model, which places greater emphasis on recent patterns, also projects further decreases in the short term. However, long-term trends prior to the grading policy suggest that volumes may eventually stabilise or show slight increases. We are actively monitoring volumes and expect improved forecast reliability once a full year of post-policy data is available.

At this stage, we have not produced a forecast for crime CADs serviced via virtual appointments, as only six months of data are currently available, insufficient for generating a reliable projection.

Forecasting: Dispatched Public Safety and Welfare Incidents



Resourced Public Safety and Welfare Incidents – Volumes of attended incidents within the Public Safety and Welfare (PSW) result type group have been moderately affected by the introduction of the new grading policy, as non-crime domestic incidents fall under this group. However, the overall impact has been limited, as the majority of these cases are graded as emergency or urgent and are attended by frontline officers.

A further strategic driver influencing PSW demand is the adoption of the “Right Care, Right Person” approach, which has led to a reduction in concern-for-safety attendances. In contrast, volumes of attended missing person incidents have increased over the same period.

Although last year’s forecast projected a small increase, FY 2024/25 recorded a slight decline in PSW demand. For FY 2025/26, volumes are expected to remain relatively stable. The forecasting model allows for minor fluctuations in either direction, but no significant shifts are anticipated in the total number of recorded or attended PSW CADs.

Forecasting: Dispatched ASB Incidents

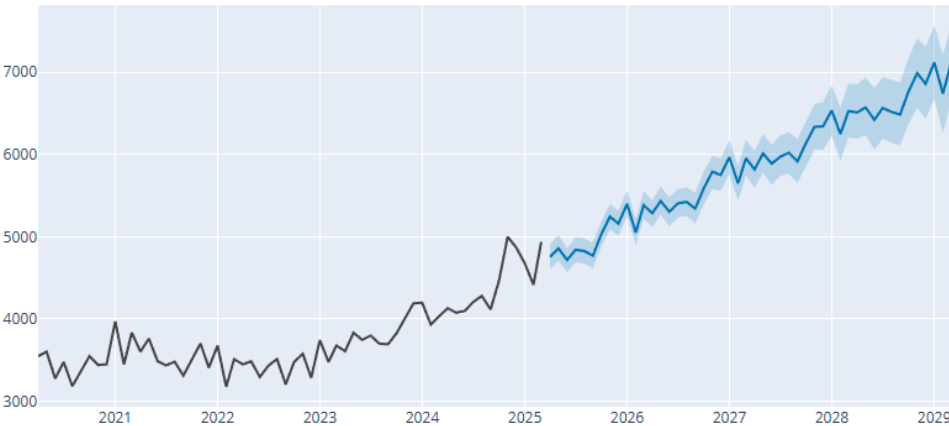


Resourced Anti social behaviour Incidents – This category was significantly impacted by COVID-19, making forecasting particularly challenging in previous years. To mitigate this, the current forecast model uses data from January 2022 onward to exclude pandemic-related anomalies.

Last year, the Prophet model projected a gradual increase following an initial decline. However, actual volumes rose by 16%, exceeding expectations. Despite this, daily attended ASB volumes remain relatively low, meaning the increase equates to an average of only two additional CADs per day.

Based on recent trends, the forecasting model now anticipates a year-on-year increase of approximately 7–9% for FY 2025/26, equivalent to an additional one to two CADs per day.

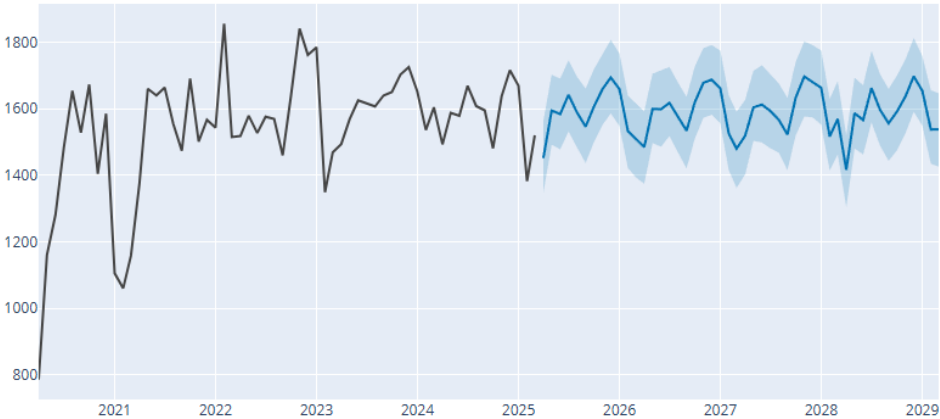
Forecasting: Dispatched Admin Incidents



Resourced Administration Incidents – Attendance to administrative CADs, which include self-generated police activity, increased slightly more than anticipated in FY 2024/25. This rise is largely attributed to the release of operational capacity within response teams following the implementation of the new grading policy, which reduced the requirement to attend non-urgent incidents. The additional capacity has been redirected towards proactive and pre-planned policing activity.

Looking ahead, this category is forecast to grow by approximately 9–13% year-on-year over the next four years. However, this growth is expected to be capacity-dependent, and actual increases may be more modest if frontline availability remains constrained.

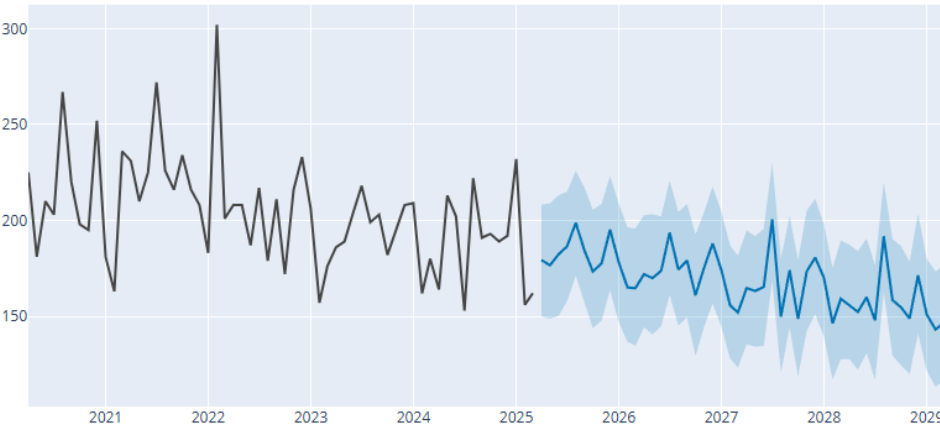
Forecasting: Dispatched Transport Incidents



Resourced Transport Incidents – This category was also notably affected by the COVID-19 pandemic. To reduce the impact of pandemic-related anomalies, data from March 2021 onward has been used for forecasting purposes.

Last year, the model projected stable volumes of attended transport CADs with minimal year-on-year variation over the next four years. In FY 2024/25, volumes declined slightly by 2%, a change that remains within expected variability. This small decrease has not altered the long-term outlook, and we continue to anticipate stable demand in this category through the forecast period.

Forecasting: Dispatched Alarm Incidents



Resourced Alarm Incidents – Volumes within the alarm result group are relatively low and show no clear seasonal patterns, making them inherently difficult to forecast. However, a consistent downward trend has been observed over the past three years. Based on this trajectory, the forecasting model projects continued year-on-year reductions of approximately 4–6%.

These declines equate to less than half a CAD per day on average and, as such, have a negligible impact on overall attendance trends.

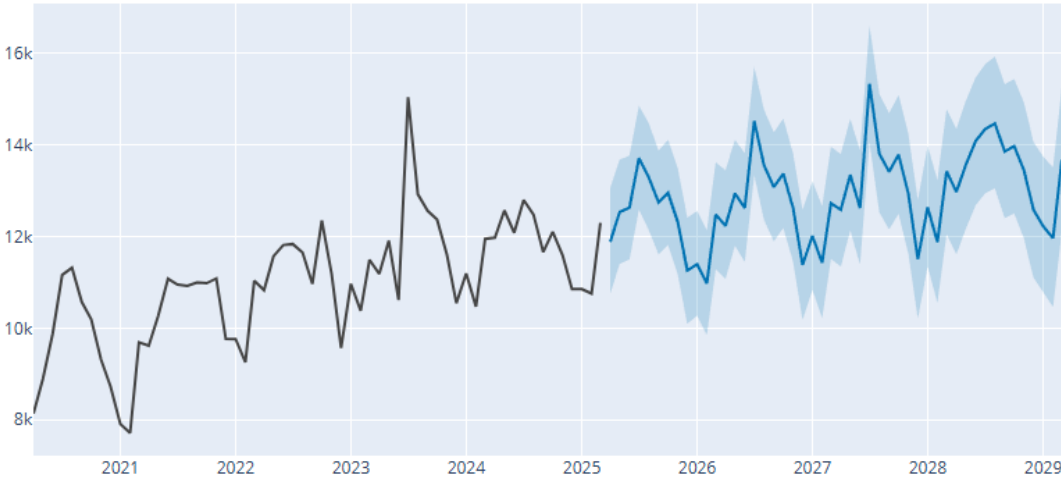
	Past actuals FY (yearly total volumes)		2024/2025 change on 2023/2024 (total volumes, daily averages and percentage change)			Four-year projections (yearly total volumes)				Difference between current and future demand in 1 year (total volumes, daily averages and percentage change)			Difference between current and future demand in 4 years (total volumes, daily averages and percentage change)		
	2023/2024	2024/2025	Total	Daily	Percentage	2025/2026	2026/2027	2027/2028	2028/2029	Total	Daily	Percentage	Total	Daily	Percentage
TOTAL CONTACT	690,168	693,246	3,078	8	0.4%	693,138	693,138	693,138	693,138	- 108	- 0	0.0%	- 108	- 0	0.0%
999s	308,123	277,498	- 30,625	- 84	-9.9%	257,534	234,733	212,932	189,154	- 19,964	- 55	-7.2%	- 88,344	- 242	-31.8%
101s	256,418	288,766	32,348	89	12.6%	288,101	288,101	288,101	288,101	- 665	- 2	-0.2%	- 665	- 2	-0.2%
Webform	95,638	96,355	717	2	0.7%	95,352	95,352	95,352	95,352	- 1,003	- 3	-1.0%	- 1,003	- 3	-1.0%
Ambulance	19,661	20,890	1,229	3	6.3%	21,864	23,022	24,069	25,182	974	3	4.7%	4,292	12	20.5%
Fire	5,783	5,307	- 476	- 1	-8.2%	5,117	5,117	5,117	5,117	- 190	- 1	-3.6%	- 190	- 1	-3.6%
Alarm	4,545	4,430	- 115	- 0	-2.5%	4,296	4,178	4,052	3,928	- 134	- 0	-3.0%	- 502	- 1	-11.3%

	Past actuals FY (yearly total volumes)		2024/2025 change on 2023/2024 (total volumes, daily averages and percentage change)			Four-year projections (yearly total volumes)				Difference between current and future demand in 1 year (total volumes, daily averages and percentage change)			Difference between current and future demand in 4 years (total volumes, daily averages and percentage change)		
	2023/2024	2024/2025	Total	Daily	Percentage	2025/2026	2026/2027	2027/2028	2028/2029	Total	Daily	Percentage	Total	Daily	Percentage
TOTAL CREATED CADs	512,998	505,728	- 7,270	- 20	-1.4%	522,174	522,174	522,174	522,174	16,446	45	3.3%	16,446	45	3.3%
Category A	83,731	83,014	- 717	- 2	-0.9%	83,310	84,076	84,804	85,540	296	1	0.4%	2,526	7	3.0%
Category B	25,608	28,773	3,165	9	12.4%	33,250	33,250	33,250	33,250	4,477	12	15.6%	4,477	12	15.6%
Category C	46,005	42,615	- 3,390	- 9	-7.4%	41,341	41,341	41,341	41,341	- 1,274	- 3	-3.0%	- 1,274	- 3	-3.0%
Category D	42,794	50,326	7,532	21	17.6%	53,911	53,911	53,911	53,911	3,585	10	7.1%	3,585	10	7.1%
Category E	30,971	29,682	- 1,289	- 4	-4.2%	28,305	28,305	28,305	28,305	- 1,377	- 4	-4.6%	- 1,377	- 4	-4.6%
Category F	283,889	271,318	- 12,571	- 34	-4.4%	289,570	289,570	289,570	289,570	18,252	50	6.7%	18,252	50	6.7%
TOTAL DISPATCHED CADs	198,885	199,563	678	2	0.3%	205,656	210,476	216,332	220,160	6,093	17	3.1%	20,597	56	10.3%
Crime	55,523	50,370	- 5,153	- 14	-9.3%	48,483	45,683	43,500	40,052	- 1,887	- 5	-3.7%	- 10,318	- 28	-20.5%
Public Safety and Welfare	68,961	67,670	- 1,291	- 4	-1.9%	68,379	68,547	68,967	68,941	709	2	1.0%	1,271	3	1.9%
ASB	6,063	7,034	971	3	16.0%	7,529	8,223	8,941	9,617	495	1	7.0%	2,583	7	36.7%
Admin	46,583	53,283	6,700	18	14.4%	60,036	66,891	73,751	80,631	6,753	19	12.7%	27,348	75	51.3%
Transport	19,420	18,937	- 483	- 1	-2.5%	19,067	19,063	19,177	19,039	130	0	0.7%	102	0	0.5%
Alarm	2,335	2,269	- 66	- 0	-2.8%	2,162	2,069	1,996	1,881	- 107	- 0	-4.7%	- 388	- 1	-17.1%

Appendix B – Crime Data



Forecasting: Total Recorded Crime



Total Crime - In FY 2024/25, total recorded crime remained broadly stable compared to the previous year. However, this apparent stability conceals a number of significant underlying shifts in demand. Changes to national crime recording standards, the introduction of new offence codes, and the influence of targeted police activity, particularly around drug offences and retail crime, have all contributed to a more complex crime landscape than headline figures suggest.

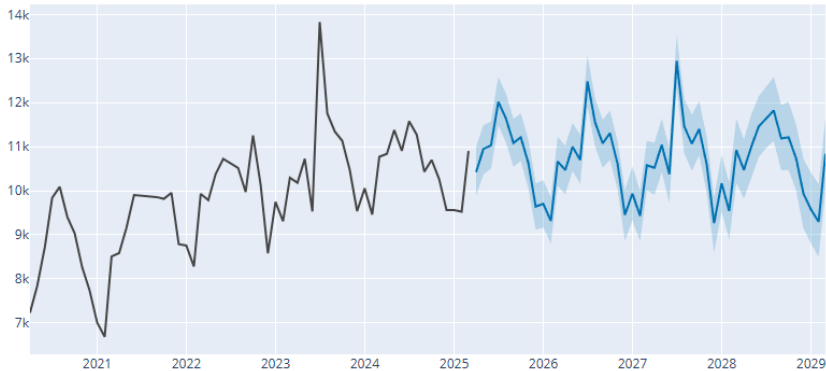
Shoplifting continues to be the single largest driver of growth in terms of daily crime volumes. Although the rate of increase has moderated compared to the previous year, it remains the fastest-growing category and is forecast to account for the majority of additional crime in FY 2025/26. Of the projected 17 additional daily offences next year, around 11 are expected to be shoplifting alone. Violence without injury also contributes significantly to the forecast, with an anticipated increase of approximately four offences per day. In contrast, several lower-volume theft categories are projected to decline, resulting in only minimal offsets to overall growth.

Serious crimes such as sexual offences are also trending upwards, with sustained increases observed in both rape and other sexual offence categories. While overall volumes remain lower than some other crime groups, the continued rise in these high-harm areas presents operational and investigative implications, especially for specialist units and partnership responses.

The evolving demand profile reflects a blend of structural, behavioural, and legislative influences. Proactive policing continues to shape trends in drug possession, trafficking, and weapons offences, while recording practices and policy reforms are redefining what is captured as criminal activity. This shifting environment highlights the importance of maintaining flexible, data-informed approaches to resource planning and demand management.

Looking ahead, total crime is forecast to increase by around 4% in FY 2025/26, reinforcing the need for sustained monitoring of both high-volume and high-harm categories. While much of the expected growth is concentrated in a small number of offence types, their operational impact will be significant due to our performance ambitions and should be factored into workforce and workload planning across the organisation.

Forecasting: Volume Crime (PIP 1)

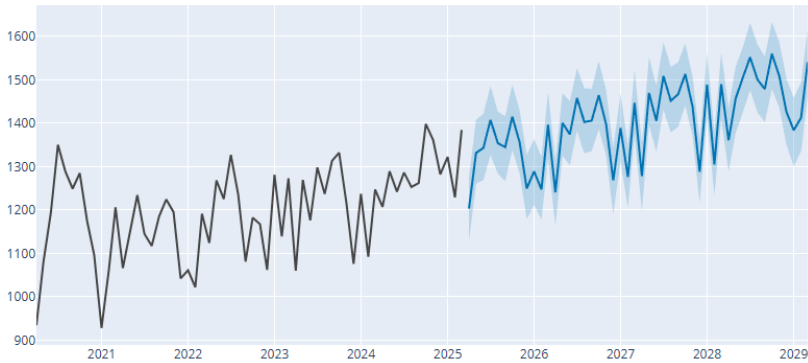


Volume Crime (PIP 1) - In FY 2024/25, total volume crime recorded a marginal decline of 1%, marking the first year-on-year fall since 2021/22. This was contrary to the projected 7% increase and equates to approximately three fewer offences per day. The downturn was primarily driven by reductions in stalking and harassment, criminal damage, and public order offences. These declines were partially offset by continued increases in shoplifting, violence with injury, and miscellaneous crime against society offences.

Despite this year’s decline, the longer-term trend for volume crime is expected to remains upward. The fall observed in 2024/25 is considered temporary, with the forecasting model projecting a return to modest growth (approximately 1% annually) over the next four years. This forecast reflects the underlying resilience in several key offence types as well as the influence of recording and enforcement practices.

Further detail on individual crime categories contributing to volume crime can be found in the following slides.

Forecasting: Serious Crime (PIP 2)

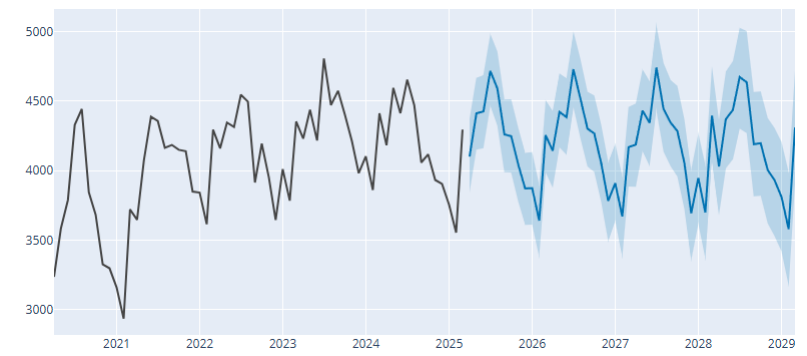


Serious Crime (PIP 2) - Serious crime continued its upward trajectory in FY 2024/25, marking the third consecutive year of growth. Forecasts indicate this trend is likely to persist, with an expected increase of 3–4% annually over the next four years, outpacing the projected growth for volume crime. This sustained rise is primarily driven by increases in high-severity offences, including rape, other sexual offences, robbery, and drug trafficking.

While these offence types represent a smaller proportion of total recorded crime, their complexity and investigative intensity place a significantly higher demand on our specialist investigative capacity. This includes extended case durations, greater evidential requirements, and increased victim care needs, particularly in cases involving vulnerable individuals.

Recognising the operational impact of this shift, the force has embedded the monitoring of serious crime trends into its strategic planning processes. Our major change programmes and resource allocation models reflect a clear understanding of this growing area of demand. We remain committed to ensuring investigative capability keeps pace with changing demand profiles and are proactively adjusting structures to support long-term resilience in the face of rising serious crime.

Forecasting: Violence Against the Person (VATP)



Violence Against the Person (VATP) - In FY 2024/25, the overall volume of Violence Against the Person (VATP) offences declined by 3%, contrary to the forecasted 4% increase. This marks the first year-on-year decrease following three consecutive years of sustained growth. The overall reduction was primarily driven by a significant fall in stalking and harassment offences, particularly due to changes in recording practices for malicious communications, with a smaller contribution from a dip in violence with injury.

Despite this short-term decline, VATP remains a high-volume offence group with underlying long-term drivers that are likely to sustain demand. The current forecasting model anticipates a modest increase in 2025/26, followed by a period of stabilisation. Confidence intervals remain wide, reflecting the mix of emerging policy impacts and historical variability, and allow for fluctuations in either direction.

As key sub-categories within VATP are subject to changes in recording standards, public reporting behaviour, and internal processing (e.g., virtual resolution pathways), continued monitoring will be essential to refine future forecasts and understand whether the recent fall signals a structural shift or a temporary adjustment.

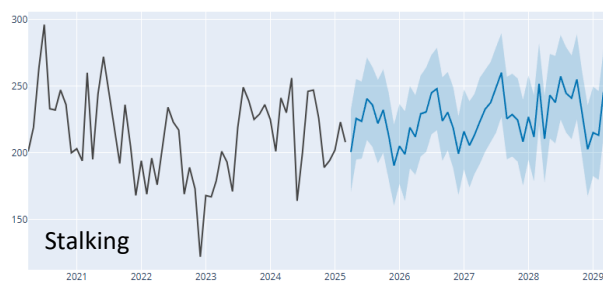
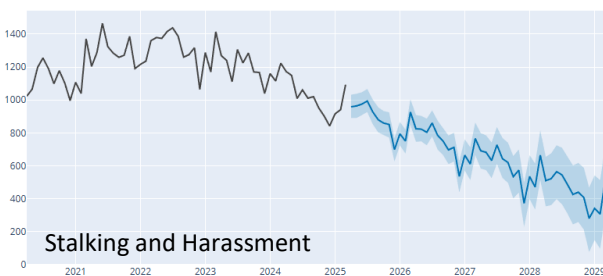
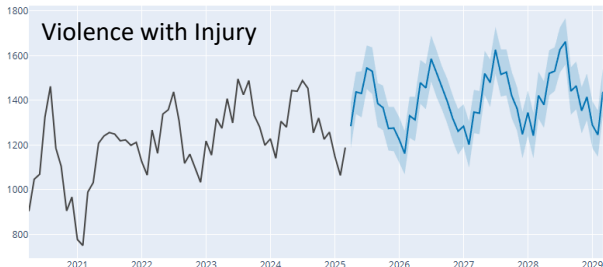
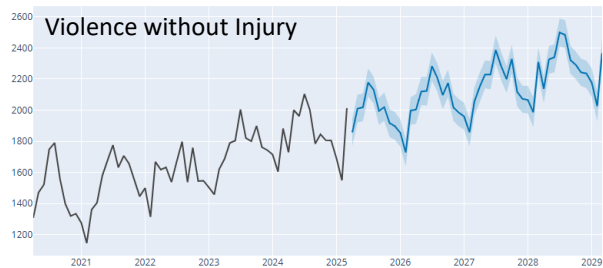
Volumes of violence without injury increased in FY 2024/25, albeit slightly below expectations, but remained within the model’s confidence interval. This marks the fourth consecutive year of growth, reinforcing the underlying upward trend. Based on this sustained pattern, the current forecast anticipates continued year-on-year increases of approximately 4% to 6% over the next four years.

In FY 2024/25, volumes of **violence with injury** declined slightly, contrary to the anticipated modest increase. This marks a break in the upward trend observed over the previous three years and appears to be primarily driven by a reduction in recorded ABH (Actual Bodily Harm) offences. While it is too early to determine whether this represents a sustained shift or a short-term variation, the forecasting model currently maintains a continued growth trajectory, albeit at a reduced rate of 2% to 4% year-on-year compared to previous forecasts.

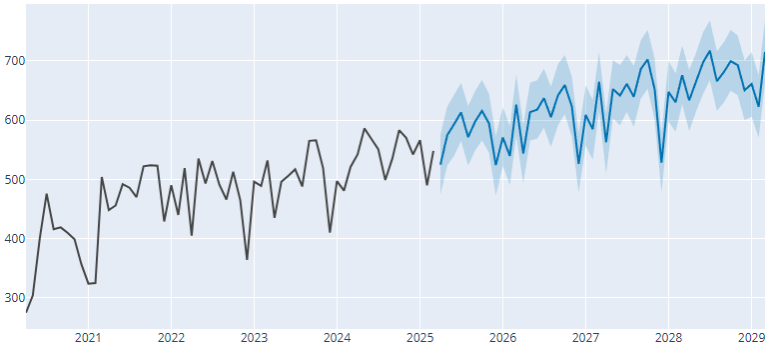
Stalking and Harassment – This crime category experienced a significant decline in FY 2024/25, driven primarily by legislative changes affecting the recording of malicious communications, which saw a sharp drop in volume. Stalking offences also fell slightly, while harassment offences recorded a modest increase. The combined effect resulted in an overall 16% reduction, exceeding the forecasted decline and falling outside the model’s confidence interval.

In response, the forecast has been adjusted to reflect a more pronounced downward trajectory, with year-on-year reductions now projected in the range of 12% to 25%. Given the impact of policy changes on this offence group, ongoing close monitoring is essential to determine whether the current trend stabilises or continues.

Stalking - Stalking offences declined slightly in FY 2024/25 following a notable increase the previous year, which itself was preceded by two years of reductions. Overall volumes remain relatively low and do not exhibit a consistent seasonal pattern. The current forecasting model anticipates a modest year-on-year increase, with a relatively wide confidence range due to variability in recent trends. However, given the small numbers involved, projected fluctuations equate to fewer than one offence per day in either direction.



Forecasting: Sexual Offences



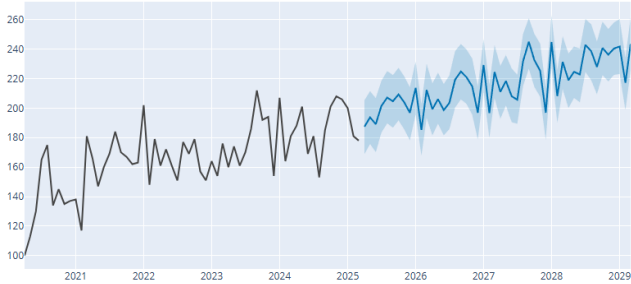
In FY 2024/25, the combined total for the **Sexual Offences** crime group rose by 10%, exceeding our forecasted expectations. This increase was primarily driven by growth in Other Sexual Offences, which rose sharply by 13%, including notable rises in new offences related to the sharing of intimate images. Rape offences also increased in line with projections (+4%), with Q3 and Q4 recording the highest quarterly volumes in the last eight years.

Looking ahead, we expect Sexual Offences to continue rising at a steady rate of approximately 5% to 6% per year. However, the forecasting model allows for wider variation, with the confidence interval suggesting potential year-on-year growth of up to 14%–15%. Given the sensitivity and complexity of this crime group, particularly with emerging offence types, we will continue to monitor volumes closely to assess the sustainability of this recent upward trend.

Rape – Rape offences increased by 4% in FY 2024/25, closely aligning with forecast expectations. Notably, Quarters 3 and 4 recorded the highest volumes of rape offences in the past eight years, indicating a sustained upward trend.

Looking ahead, demand in this crime group is expected to continue rising at a steady rate of approximately 5% to 7% year-on-year over the next four years. However, the forecasting model’s confidence interval allows for potential growth of up to 16%, which would equate to an increase from an average of 6.2 offences per day in FY 2024/25 to approximately 8.2 per day by FY 2028/29.

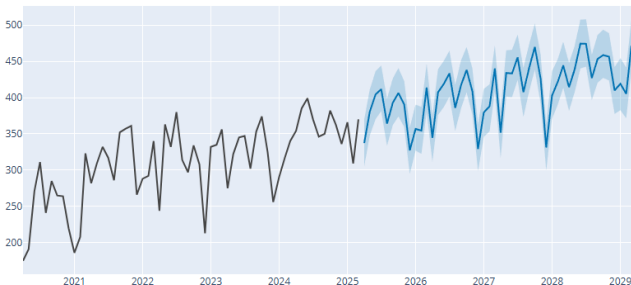
Rape



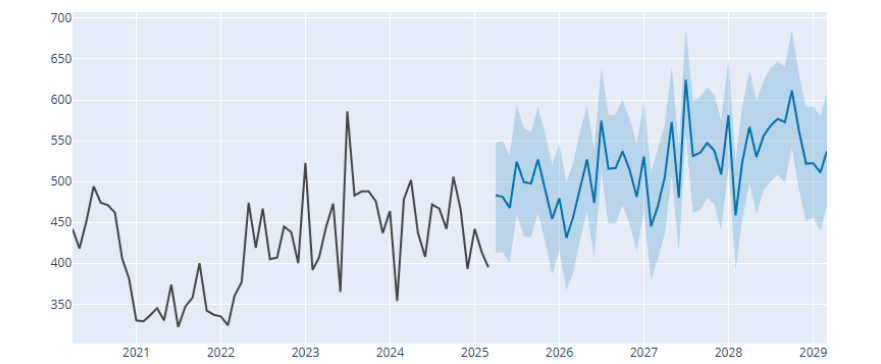
In FY 2024/25, **other sexual offences** rose by 13%, placing the increase at the upper limit of the model’s confidence range. This represents a notable shift following two consecutive years of stable volumes. The rise was primarily driven by growth in exposure and voyeurism offences, and in miscellaneous sexual offences, particularly those related to the newly introduced offences under codes 88/14 and 88/15 concerning the sharing of intimate images.

While the recent increase is significant, it remains unclear whether this represents the start of a sustained upward trend or a short-term adjustment. As such, the forecasting model projects a more measured rate of growth, approximately 5% to 6% year-on-year, over the next four years, while allowing for wider variation pending further data.

Other Sexual Offences



Forecasting: Burglaries



In FY 2024/25, total burglary offences declined by 4%, as both residential and business & community burglary groups recorded reductions—contrary to last year’s forecasted growth. This follows two years of increases in residential burglary and an overall volatile trend in business-related offences.

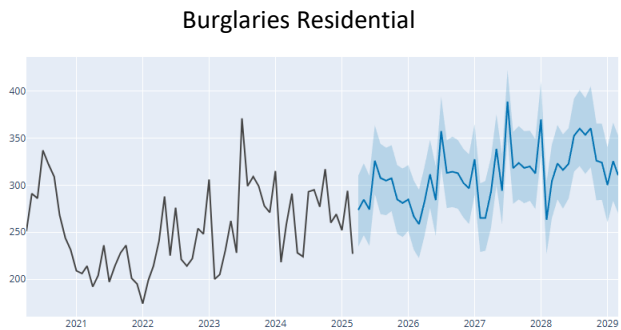
While residential burglary volumes have remained low, shaped in part by pandemic impacts and ongoing proactive policing, business burglary has shown less predictable patterns, including sharp swings in prior years. These variations contribute to the inherent forecasting complexity for this crime group.

Looking ahead, the forecasting model projects a gradual return to growth, with total burglaries expected to rise by approximately 4–5% per year over the next four years. However, given the underlying volatility and recent changes in crime classification (e.g. separation of residential and outbuilding offences), the confidence intervals remain relatively wide, allowing for potential deviations in either direction.

Burglaries Residential (Neighbourhood crime) – this crime group includes burglary of a home and burglary of unconnected building. While these are now recorded as separate offences following Home Office crime recording rule changes in April 2023, they have been combined for forecasting purposes until sufficient data is available to support separate modelling.

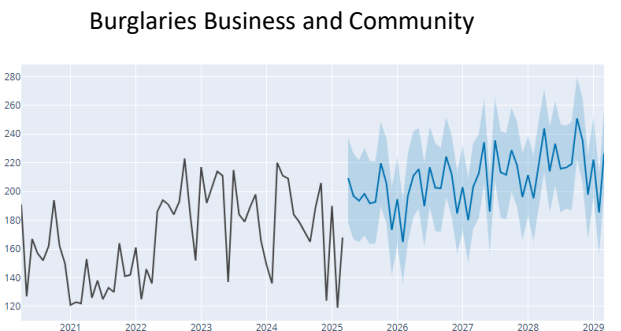
Recorded volumes of residential burglary have remained relatively low in recent years, influenced by both the COVID-19 pandemic and a range of proactive crime prevention and enforcement initiatives. In FY 2024/25, volumes declined slightly, falling short of our forecast, following two consecutive years of notable increases.

Looking ahead, the forecasting model anticipates continued growth in burglary demand, projecting a year-on-year increase of approximately 3% to 7% over the next four years. However, the confidence intervals are relatively wide due to recent fluctuations in trajectory and the limited post-policy change dataset, introducing a degree of uncertainty around future trends.

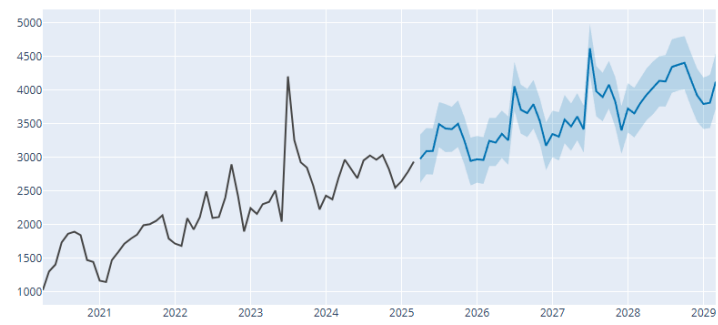


Burglaries Business and Community (Neighbourhood crime) – In FY 2024/25, Business and Community Burglary recorded a further slight decline, continuing the marginal decrease observed the previous year. Historically, this crime group has exhibited considerable volatility, including pronounced reductions during the COVID-19 pandemic and a sharp increase in 2022/23, making reliable trend identification more complex.

As a result, forecasting in this area remains challenging. Nevertheless, the applied model projects a gradual upward trend over the next four years, with anticipated year-on-year increases ranging between 4% and 10%. However, the forecast is subject to a wider confidence interval due to the historical instability of this crime type.



Forecasting: Thefts



Total Theft – In FY 2024/25, theft offences increased by 6%, equating to approximately five additional crimes per day. This crime group is forecast to experience the most significant growth in terms of daily volumes, both in the short and medium term, primarily driven by continued increases in shoplifting. The projected growth is line with the previous long-term trend. For FY 2025/26, thefts are projected to rise by 12% (around 11 more offences per day) almost entirely attributable to shoplifting trends.

Other components of the group, such as other thefts and bicycle thefts, are expected to continue declining, but given their relatively small volumes, the impact on daily averages will be minimal. Theft from the person is forecast to grow, but remains low-volume and is projected to contribute fewer than one additional offence per day.

Given this dynamic, the future trajectory of the theft crime group is highly sensitive to operational decisions around shoplifting enforcement, including initiatives like One Touch reporting. Strategic choices in this space will be a key determinant of actual demand over the coming years.

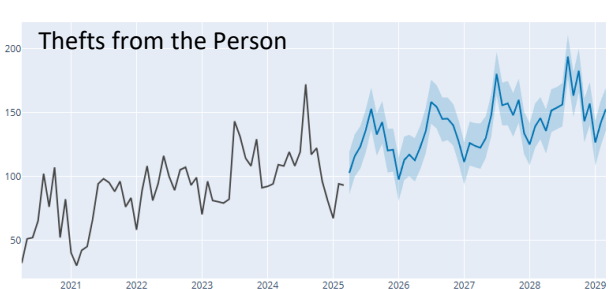
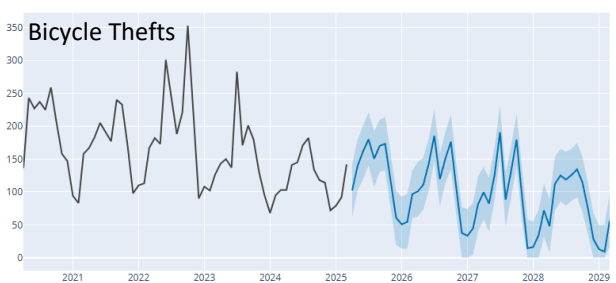
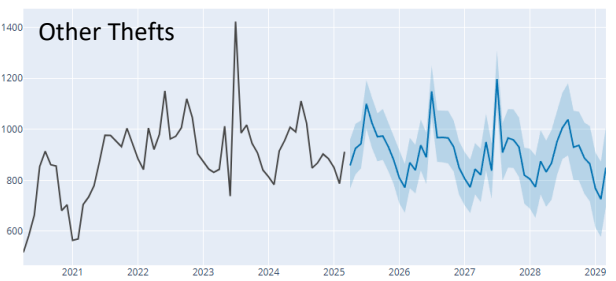
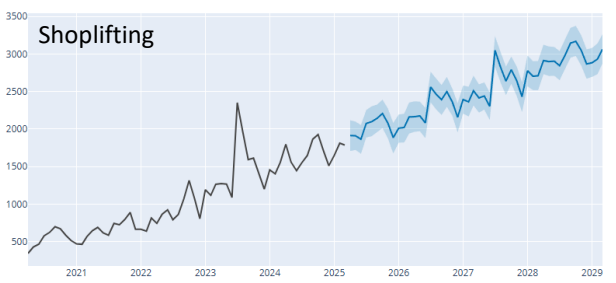
Shoplifting – this remains the fastest-growing crime group. Although the rate of increase slowed compared to the previous year (11% in FY 2024/25 vs. 51% in FY 2023/24), it still resulted in an average of six additional reported offences per day. This sustained growth continues to be primarily driven by the expansion of One Touch reporting.

Looking ahead, shoplifting volumes are projected to rise further, with the forecast model estimating a year-on-year increase of approximately 12–20%. However, the trajectory is highly sensitive to strategic decisions regarding the future of the One Touch initiative. As such, continued monitoring and evaluation of both demand patterns and operational policies will be critical to understanding long-term trends.

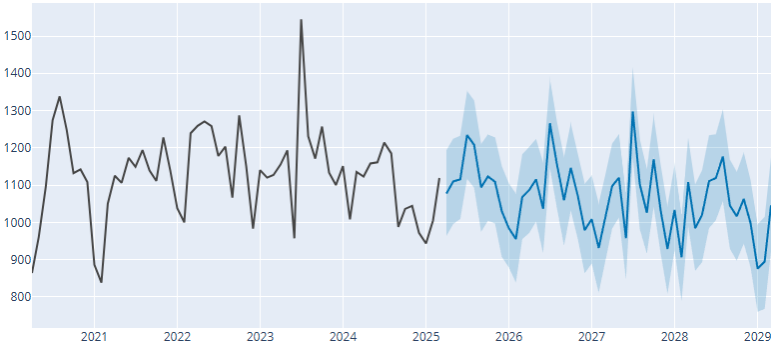
Other thefts - This crime group recorded a slight decline in FY 2024/25, closely aligning with forecasted expectations. Looking ahead, the current model projects a continued downward trend over the next four years, though at a more moderate rate of -1% to -2% year-on-year.

Bicycle thefts - Bicycle theft volumes remain low, highly volatile, and inherently difficult to forecast with precision. In FY 2024/25, recorded incidents declined by 15%, following an even steeper drop the previous year. The forecasting model projects this downward trend will continue, with a modest decline expected in FY 2025/26 and more pronounced reductions in the subsequent three years. However, due to the irregular nature of historical data, the confidence intervals are relatively wide, allowing for considerable variation in actual outcomes.

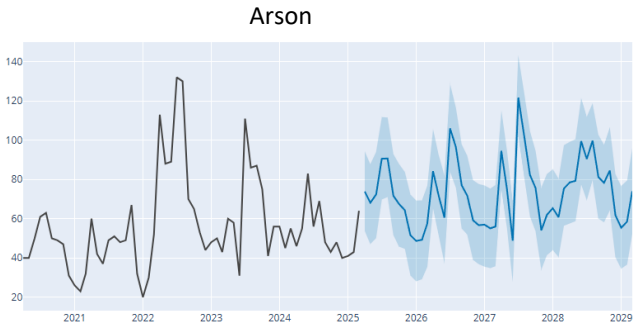
Thefts from the Person (Neighbourhood crime) – Thefts from the person increased slightly in FY 2024/25, falling just short of forecast expectations. Despite the modest variance, the long-term trend remains upward. The forecasting model projects continued growth over the next four years, with annual increases expected to range between 7% and 14%. However, due to the low volume of offences and absence of consistent seasonal patterns, the confidence intervals remain wide, reflecting a higher degree of uncertainty in year-on-year projections.



Forecasting: Arson and Criminal Damage



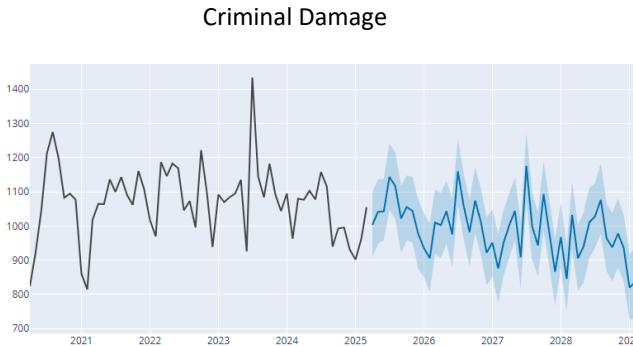
Arson – Arson volumes remain low and inherently volatile, with no discernible long-term pattern. Following a substantial 72% increase in 2022/23, the past two years (including FY 2024/25) have seen marked declines, underscoring the challenges in producing reliable forecasts. The current forecasting model projects a 27% increase in 2025/26, followed by more modest growth over the subsequent three years. However, due to the small absolute volumes, fewer than two arsons per day, the impact on overall demand remains limited, and forecast accuracy is constrained by historical fluctuations.



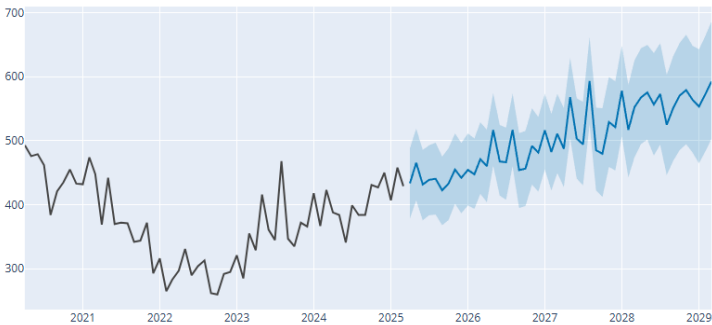
Total Arson and Criminal Damage – Combined volumes across arson and criminal damage fell by 8% in FY 2024/25, contrary to the small increase projected in last year’s forecast. This decline was driven by reductions in both offence types, with criminal damage reaching its lowest recorded level in the past decade and arson continuing its pattern of volatility following a significant spike in 2022/23.

Looking ahead, the forecasting model predicts a marginal increase of 1% in FY 2025/26, followed by a gradual decline over the subsequent years. However, given the relatively low daily volumes and inherent fluctuations in arson data, the overall impact on daily demand is expected to remain minimal.

Criminal damage – After three consecutive years of modest growth, volumes of criminal damage offences declined in FY 2024/25, reaching their lowest level in at least a decade. This outcome diverged from previous forecasts, which had projected continued increases. In response to this shift, the forecasting model has been recalibrated and now anticipates gradual year-on-year decreases over the next four years. However, as with other volume crime categories, ongoing monitoring will be essential to assess whether this represents a sustained trend or a temporary deviation.



Forecasting: Drug Offences



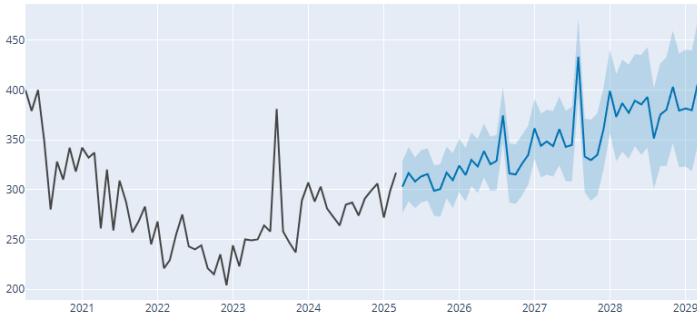
Total Drug offences - The combined total for drug-related crime rose by 7% in FY 2024/25, exceeding the forecasted 4% increase but remaining within the expected confidence range. This growth was driven by higher-than-anticipated volumes in both possession and trafficking offences.

Looking ahead, we expect drug offences to continue rising steadily at a rate of 7–9% year-on-year over the next four years. However, actual volumes may fluctuate more significantly due to the variable nature of proactive enforcement, which remains a key driver for both subgroups.

Possession of Drugs – Volumes for this crime group increased by 4% in FY 2024/25, coming in just below forecast expectations. The forecasting model anticipates year-on-year growth of approximately 6–9% over the next four years, driven by underlying trends in drug-related activity and enforcement visibility.

However, it is important to note that this category is highly sensitive to proactive policing efforts, such as targeted operations or changes in stop-and-search practices, which can significantly influence actual volumes. As such, future trends will depend as much on operational strategy as on underlying criminal activity.

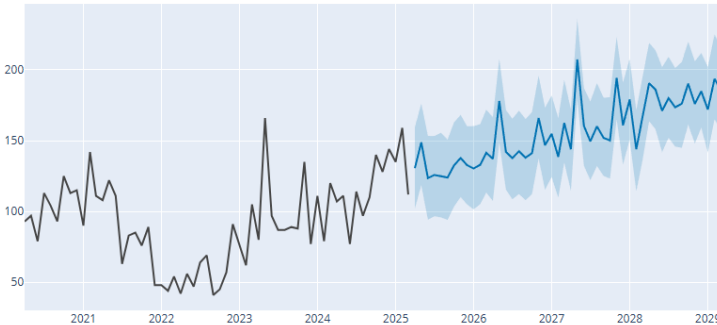
Possession of Drugs



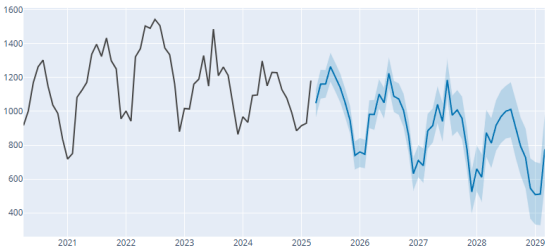
Trafficking of Drugs - This crime group is highly influenced by proactive enforcement activity from both police and partner agencies (e.g., Border Force), making it inherently difficult to forecast. Following a significant 61% increase in 2023/24, which skewed previous projections, a manual adjustment was applied, anticipating a slight correction. However, volumes continued to rise, with an additional 18% increase in 2024/25.

The forecasting model now projects continued growth of 10–13% year-on-year, though actual volumes may fluctuate significantly depending on operational focus and resource deployment.

Trafficking of Drugs



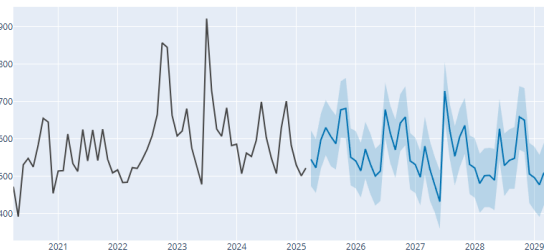
Forecasting: Public Order



Public Order – Public order offences declined for a second consecutive year following a prolonged period of sustained growth. The recent reduction, equating to approximately 2.3 fewer offences per day, is primarily attributable to changes in national crime recording practices, specifically the removal of Section 5 offences from the notifiable categories. Despite this, increases have been observed in Section 4 offences and racially or religiously aggravated public fear, alarm, or distress.

Looking ahead, the forecasting model anticipates continued year-on-year reductions of 7–10%, equating to a further 2–3 fewer offences per day. However, the pace of decline is expected to moderate as we begin to compare against full-year datasets that no longer include Section 5 offences (with changes implemented in Q1 2023/24).

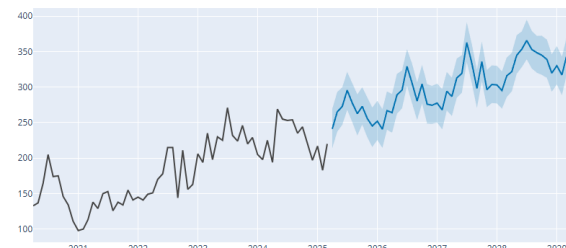
Forecasting: Vehicle Offences



Vehicle Offences (Neighbourhood crime) – This crime group was significantly impacted by the pandemic, with volumes initially rising post-lockdown before beginning to decline from FY 2023/24. Unlike many other crime types, vehicle offences do not display a consistent seasonal pattern, with peaks occurring at varying times of the year.

Looking ahead, a slight increase is forecast for FY 2025/26, followed by a continued downward trend. The confidence intervals remain broad to accommodate the volatility and absence of a stable trend in historical data.

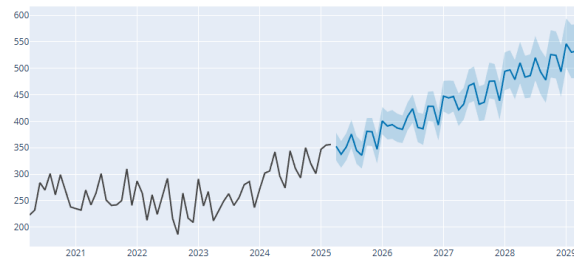
Forecasting: Possession of Weapons



Possession of weapons – This crime group records relatively low volumes and is significantly influenced by levels of police proactivity. Following two years of notable increases, the forecasting model anticipated a further rise in FY 2024/25. However, volumes remained broadly stable, with a marginal 1% increase.

Looking ahead, the model projects continued year-on-year growth of approximately 8–15%, although the confidence intervals remain wider due to historical volatility and the inherent variability linked to proactive policing activity.

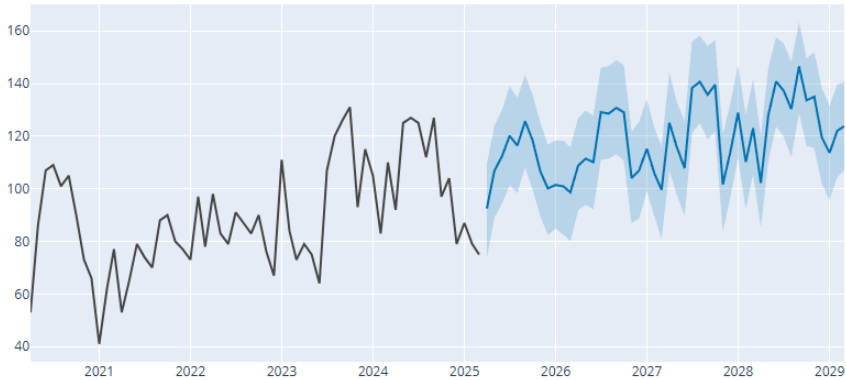
Forecasting: Miscellaneous Crimes Against Society



Miscellaneous Crimes Against Society – This crime group comprises low-volume offences with no discernible seasonal pattern, making forecasting particularly challenging. In FY 2024/25, volumes increased by 24%, contrary to the previously forecasted 4% decline. This unexpected rise was primarily driven by an increase in offences related to indecent images of children.

Looking ahead, the forecasting model projects a gradual year-on-year increase of approximately 11% to 14%, equating to an additional 1 to 2 offences per day on average. Confidence intervals remain wider than average due to the small volumes and reactive nature of some offences in this category.

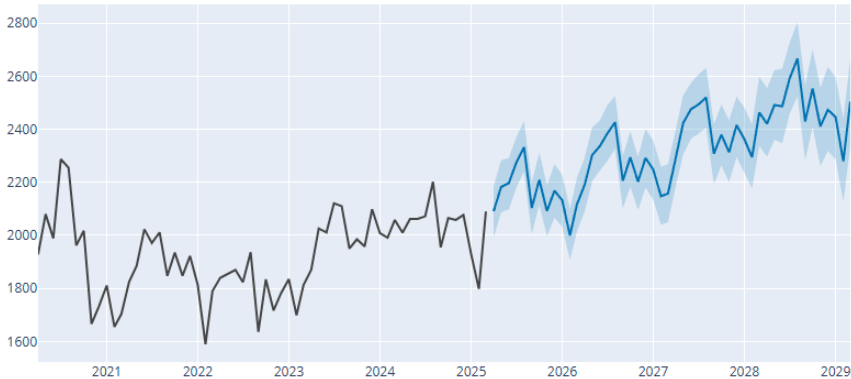
Forecasting: Robbery



Robbery (Neighbourhood crime) - Robbery volumes remain relatively low and historically lack a clear seasonal or directional trend, which presents ongoing challenges for accurate forecasting. In FY 2024/25, the number of recorded robberies increased marginally by 2%, following two previous years of more pronounced growth.

Looking forward, the forecasting model anticipates continued year-on-year growth of approximately 4–7% over the next four years. However, due to the low baseline and inherent volatility in this crime group, the confidence intervals remain broad, reflecting a high degree of uncertainty around the exact trajectory. As such, forecasts should be interpreted with caution and monitored against emerging trends.

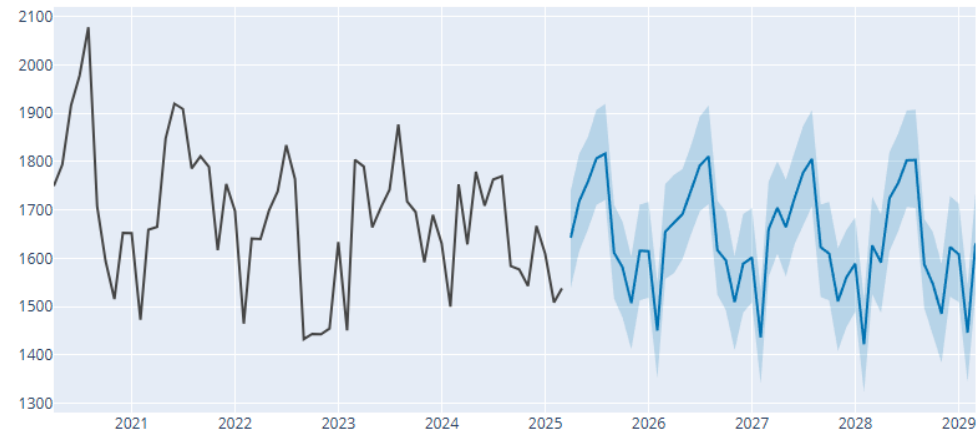
Forecasting: Custody



Custody – In FY 2024/25, arrests recorded through custody saw a modest increase of 1%, broadly aligning with changes in crime recording practices.

Looking ahead, the forecasting model anticipates a continued upward trajectory in custody throughput, with year-on-year increases of approximately 4% to 6% over the next four years.

Forecasting: Domestic Abuse Crimes

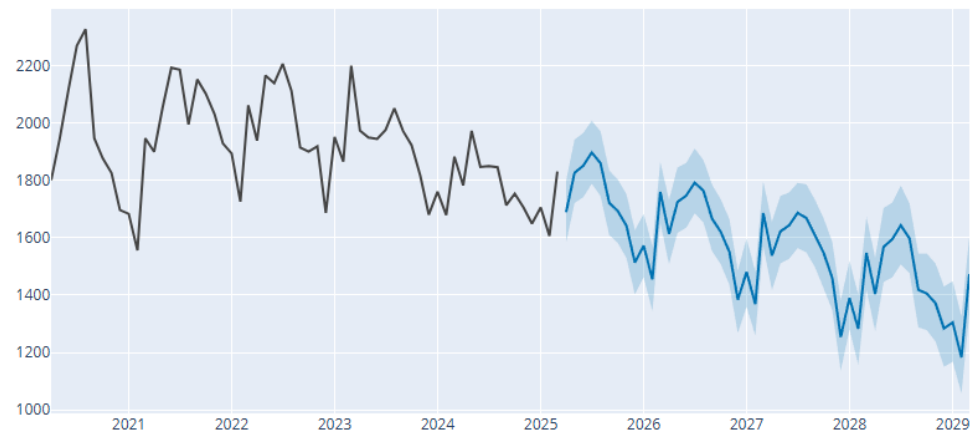


Domestic Abuse Crimes - Domestic abuse-related crimes recorded a 3% decrease in FY 2024/25, contrary to the forecasted 3% increase. This reduction was primarily driven by a notable fall in malicious communications offences. In contrast, several high-harm offence types within the DA category, including violence without injury, rape, sexual offences, and stalking, continued to rise, resulting in an all-time high for PIP 2 (serious) DA offences.

Looking ahead, the forecasting model projects a broadly stable trend in DA volumes, with a marginal decline anticipated in the latter years of the projection period. However, the forecast is subject to a wide confidence interval, reflecting the dual influence of crime recording practices (which particularly affect DA classifications) and the sustained growth in serious offences within the DA cohort.

These dynamics underscore the importance of continued monitoring, particularly of high-severity DA offences, and ensuring investigative and safeguarding capacity remains aligned with the evolving nature of demand.

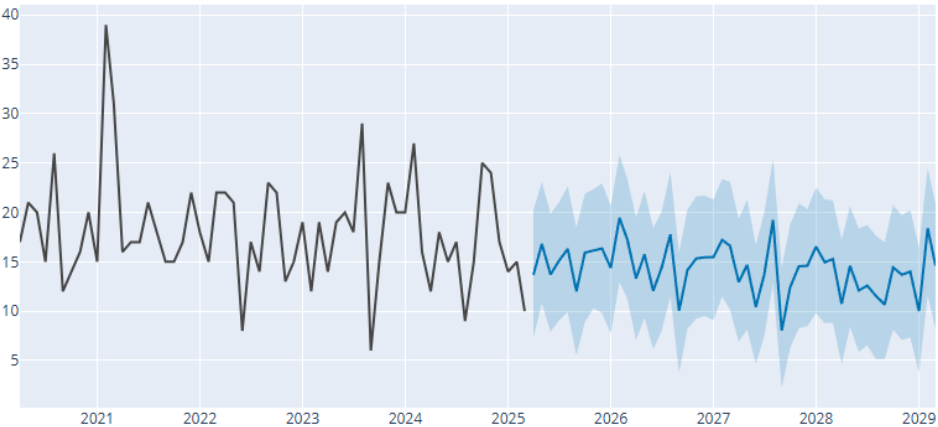
Forecasting: Violence Against Women and Girls (VAWG)



Violence Against Women and Girls (VAWG) - In FY 2024/25, VAWG-related crimes recorded a third consecutive year of decline. This trend is partly attributable to continued reductions in malicious communications offences, particularly those no longer recorded under Home Office classification 8/72. At the same time, the overall VAWG grouping has been influenced by rising volumes of serious sexual offences, which remain on an upward trajectory. The trends for VAWG are similar to those seen in DA crimes.

Looking ahead, VAWG offences are forecasted to continue declining at a modest rate of 4–6% year-on-year, equating to approximately two to three fewer crimes per day.

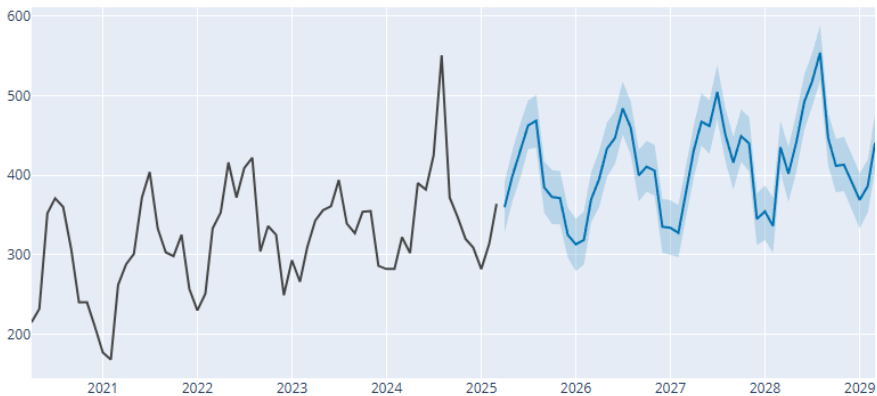
Forecasting: Modern Slavery



Modern Slavery – This analysis focuses specifically on the Home Office offence code 106 for Modern Slavery, classified under the Violence Without Injury / Violence Against the Person category. In FY 2024/25, recorded Modern Slavery offences declined by 16%. Volumes remain very low and show no clear seasonal pattern, making reliable forecasting particularly challenging.

The long-term trend projects a continued gradual decrease of approximately 2–6% per year. However, due to the volatility of reporting and the complexities involved in detection, the confidence interval around these forecasts remains wide. This offence type requires ongoing monitoring, with attention to emerging risks and developments in both local reporting practices and national policy responses.

Forecasting: Hate Crime

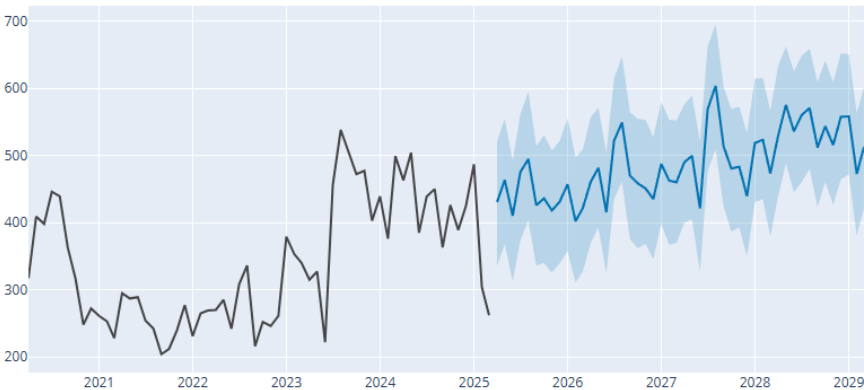


Hate Crime - Hate crime, recognised as a perception-based and serious offence, continues to warrant focused operational attention and victim engagement. In FY 2024/25, recorded hate crimes increased by 9%, equating to approximately one additional offence per day. This growth aligns with our forecast and reflects rising volumes across all monitored strands of hate crime. Racially motivated offences remain the largest proportion, with notable increases in racially or religiously aggravated Section 4 public order offences and hate-related common assaults or beatings.

Forecast suggest that Hate crime offences will continue increasing by 3-5% per year resulting in approximately 1 additional hate crime recorded per day.

Given that hate crime is marked by attending officers, the increase may also indicate improvements in awareness and compliance with recording practices. However, demand is also being shaped by wider social tensions and community vulnerabilities. As such, continued vigilance and refinement in recording and reporting will remain essential to accurately capture the scale and nature of this harm.

Forecasting: Mental Health Crimes

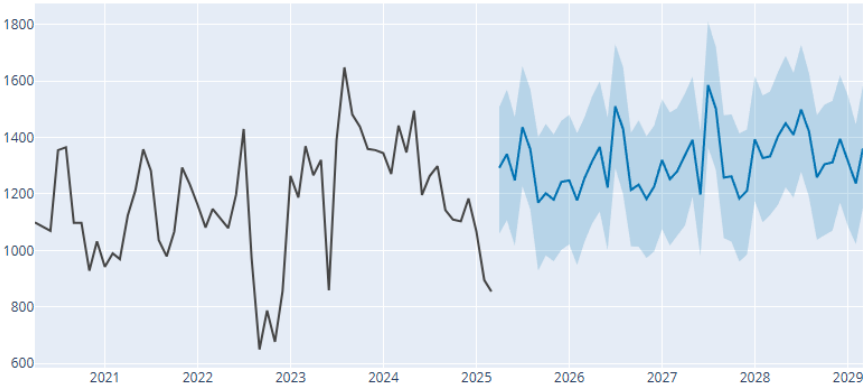


Mental Health Crimes – Crimes flagged with a mental health (MH) marker have demonstrated significant year-on-year variability. Following a decline in 2021/22, volumes increased in 2022/23 and 2023/24 and then fell again during the last FY 2024/25 by 3%. The falls are driven solely by Q4 (when looking at calendar year view 2024 saw highest annual volumes on record).

As the MH flag is manually applied, overall volumes are also influenced by data quality, officer discretion, and increased awareness of mental health-related vulnerabilities within criminal incidents. The forecasting model suggests a gradual upward trajectory over the next four years, with an expectation of continued small annual increases equating to one additional offence per day on average.

While demand on CADs relating to ‘Concern for Safety’ has decreased following the RCRP changes, this has not yet translated into reduced crime volumes involving MH markers. This divergence may reflect improved recognition and recording of MH-related factors in crime reports, underscoring the sustained operational impact of mental health on policing and the importance of continued monitoring and support for frontline officers.

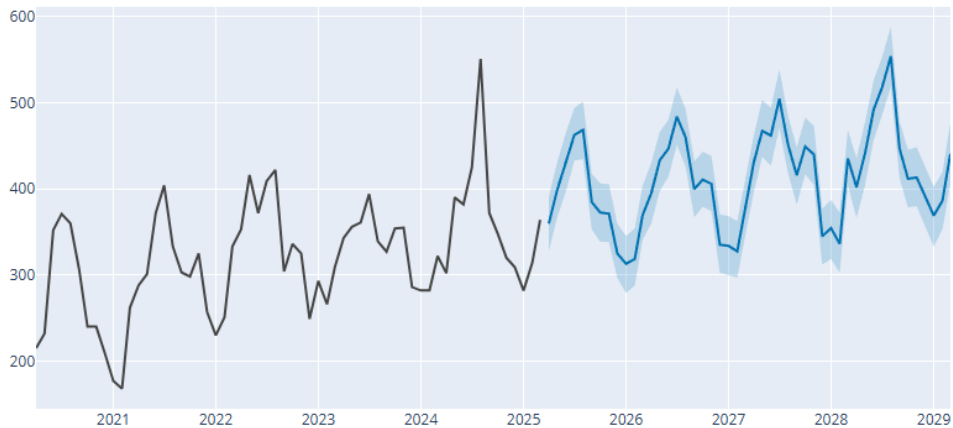
Forecasting: Alcohol / Drugs Crimes



Alcohol / Drugs Crimes - Crimes flagged as involving alcohol or drugs have demonstrated notable volatility over recent years, with alternating periods of increase and decline. As this is a manually applied marker, volumes are inherently sensitive to variations in data quality and officer discretion in flagging practices.

In FY 2024/25, alcohol/drug-related crimes declined by 14%, with a marked drop observed in Q4. Despite this recent fall, the longer-term trajectory indicates gradual growth, and the forecasting model projects a return to incremental increases over the coming years, equating to approximately 1 to 3 additional flagged offences per day.

Forecasting: Missing Person Incidents



Recorded missing person (MisPer) incidents have shown a consistent upward trend since FY 2021/22. In 2024, MisPer CADs rose by 13%, reaching an all-time high and averaging 41 reports per day, of which 7 were assessed as high risk. The remaining reports are predominantly categorised as medium risk, with low-risk and unauthorised absence categories used infrequently.

Increases were observed across both high-risk (+7%) and medium-risk (+14%) categories, suggesting growing demand across the spectrum of risk levels. Looking ahead, the forecasting model anticipates continued growth in recorded MisPer CADs at an annual rate of 8–9%, equating to approximately four additional incidents per day.



	Past actuals FY (yearly total volumes)		2024/2025 change on 2023/2024 (total volumes, daily averages and percentage change)			Four-year projections (yearly total volumes)				Difference between current and future demand in 1 year (total volumes, daily averages and percentage change)			Difference between current and future demand in 4 years (total volumes, daily averages and percentage change)		
	2023/2024	2024/2025	Total	Daily	Percentage	2025/2026	2026/2027	2027/2028	2028/2029	Total	Daily	Percentage	Total	Daily	Percentage
TOTAL CRIME	142,407	142,069	- 338	- 1	-0.2%	148,219	152,546	157,325	161,211	6,150	17	4.3%	19,142	52	13.5%
Violence Against the Person	51,712	49,934	- 1,778	- 5	-3.4%	50,440	50,350	50,571	50,169	506	1	1.0%	235	1	0.5%
Violence without Injury	21,512	22,288	776	2	3.6%	23,603	24,883	26,360	27,447	1,315	4	5.9%	5,159	14	23.1%
Violence with Injury	15,880	15,570	- 310	- 1	-2.0%	16,249	16,622	17,052	17,373	679	2	4.4%	1,803	5	11.6%
Stalking and Harassment	14,310	12,066	- 2,244	- 6	-15.7%	10,576	8,832	7,146	5,334	- 1,490	- 4	-12.3%	- 6,732	- 18	-55.8%
Sexual Offences	6,001	6,580	579	2	9.6%	6,945	7,325	7,678	8,098	365	1	5.5%	1,518	4	23.1%
Other Sexual Offences	3,846	4,329	483	1	12.6%	4,540	4,790	5,019	5,302	211	1	4.9%	973	3	22.5%
Rape	2,155	2,251	96	0	4.5%	2,405	2,535	2,659	2,796	154	0	6.8%	545	1	24.2%
Burglaries	5,537	5,343	- 194	- 1	-3.5%	5,792	6,078	6,407	6,636	449	1	8.4%	1,293	4	24.2%
Burglary Business and Community	2,198	2,116	- 82	- 0	-3.7%	2,338	2,445	2,564	2,662	222	1	10.5%	546	1	25.8%
Burglary Residential	3,339	3,227	- 112	- 0	-3.4%	3,454	3,632	3,844	3,975	227	1	7.0%	748	2	23.2%
Theft	32,411	34,200	1,789	5	5.5%	38,366	41,944	45,452	49,137	4,166	11	12.2%	14,937	41	43.7%
Shoplifting	18,180	20,268	2,088	6	11.5%	24,378	28,132	31,738	35,662	4,110	11	20.3%	15,394	42	76.0%
Other theft	11,223	11,143	- 80	- 0	-0.7%	11,059	10,923	10,844	10,660	- 84	- 0	-0.8%	- 483	- 1	-4.3%
Bicycle theft	1,756	1,493	- 263	- 1	-15.0%	1,457	1,289	1,127	958	- 36	- 0	-2.4%	- 535	- 1	-35.8%
Theft from the person	1,252	1,296	44	0	3.5%	1,473	1,601	1,743	1,857	177	0	13.6%	561	2	43.3%
Arson and Crim damage	14,036	12,948	- 1,088	- 3	-7.8%	13,107	12,860	12,775	12,347	159	0	1.2%	- 601	- 2	-4.6%
Criminal damage	13,275	12,312	- 963	- 3	-7.3%	12,301	12,008	11,857	11,406	- 11	- 0	-0.1%	- 906	- 2	-7.4%
Arson	761	636	- 125	- 0	-16.4%	806	852	918	941	170	0	26.7%	305	1	48.0%
Drug Offences	4,547	4,882	335	1	7.4%	5,336	5,821	6,309	6,781	454	1	9.3%	1,899	5	38.9%
Possession of Drugs	3,331	3,448	117	0	3.5%	3,751	4,036	4,342	4,601	303	1	8.8%	1,153	3	33.4%
Trafficking of Drugs	1,216	1,434	218	1	17.9%	1,585	1,785	1,967	2,181	151	0	10.5%	747	2	52.1%
Public Order	13,738	13,119	- 619	- 2	-4.5%	12,201	11,292	10,469	9,474	- 918	- 3	-7.0%	- 3,645	- 10	-27.8%
Vehicle Offences	7,381	6,975	- 406	- 1	-5.5%	7,027	6,862	6,610	6,536	52	0	0.7%	- 439	- 1	-6.3%
Misc Crime against society	3,133	3,889	756	2	24.1%	4,390	4,965	5,520	6,123	501	1	12.9%	2,234	6	57.5%
Possession of weapons	2,703	2,740	37	0	1.4%	3,148	3,458	3,763	4,081	408	1	14.9%	1,341	4	48.9%
Robbery	1,208	1,229	21	0	1.7%	1,300	1,379	1,481	1,533	71	0	5.8%	304	1	24.7%

	Past actuals FY (yearly total volumes)		2024/2025 change on 2023/2024 (total volumes, daily averages and percentage change)			Four-year projections (yearly total volumes)				Difference between current and future demand in 1 year (total volumes, daily averages and percentage change)			Difference between current and future demand in 4 years (total volumes, daily averages and percentage change)		
	2023/2024	2024/2025	Total	Daily	Percentage	2025/2026	2026/2027	2027/2028	2028/2029	Total	Daily	Percentage	Total	Daily	Percentage
Domestic Abuse (Crime)	20,359	19,677	- 682	- 2	-3.3%	19,781	19,721	19,621	19,608	104	0	0.5%	- 69	- 0	-0.3%
VAWG (Crime)	22,601	21,255	- 1,346	- 4	-6.0%	20,475	19,393	18,245	17,245	- 780	- 2	-3.7%	- 4,010	- 11	-18.9%
Hate (Crime)	4,001	4,359	358	1	8.9%	4,575	4,807	5,092	5,266	216	1	5.0%	907	2	20.8%
Mental Heath (Crime)	5,027	4,897	- 130	- 0	-2.6%	5,265	5,652	6,014	6,443	368	1	7.5%	1,546	4	31.6%
Alcohol / Drugs (Crime)	16,173	13,954	- 2,219	- 6	-13.7%	15,148	15,549	15,979	16,363	1,194	3	8.6%	2,409	7	17.3%
Modern Slavery (Crime)	227	191	- 36	- 0	-15.9%	187	178	167	157	- 4	- 0	-2.1%	- 34	- 0	-17.8%
Misper CADs recorded	13,504	15,282	1,778	5	13.2%	16,707	18,291	19,842	21,478	1,425	4	9.3%	6,196	17	40.5%
Custody	24,187	24,380	193	1	0.8%	25,897	27,186	28,740	29,753	1,517	4	6.2%	5,373	15	22.0%

Appendix C – Other Items





Forecasting Methodology – 2024 Update

The FMS forecasting methodology was enhanced further in 2024 to support more accurate and actionable demand projections. We continue to use Python-based statistical and machine learning forecasting packages, leveraging advanced techniques to capture seasonality, trend components, and confidence intervals.

Forecasts were generated using up to 10 years of historical data where available, with a minimum baseline of five years to ensure robustness. Our core modelling suite included **SARIMA**, **Exponential Smoothing**, **Random Forest regressors**, and **Prophet**, each selected for their strengths in handling time series data with varying characteristics. These models were used to produce interactive and interpretable outputs to support operational and strategic decision-making.

Model outputs were compared and reviewed for stability, accuracy, and relevance. In some cases, forecasting horizons or datasets were adjusted following engagement with operational leads, particularly where recent trends indicated structural changes. For example, when legacy patterns were no longer predictive of current behaviour, more recent data was prioritised to ensure better alignment with emerging realities.

This approach enabled us to monitor model performance throughout 2024 and evaluate how observed demand compared to projected confidence intervals facilitating continual refinement and supporting a more data-driven planning cycle.



Strategic Assessment Methodology

The force has trialed different approaches to RAG rating the Strategic Assessment. For FMS 7, each section was assessed against three key elements: the demand profile, the workforce assessment, and the level and timing of plans to address challenges. This year's methodology builds on learning from the force's **Force Tolerance** model used in the Strategic Risk Register. Individual section scores are weighted to reflect organisational priorities, as set out in the **Priorities Delivery Plan (PDP)**. Areas that most impact PDP delivery, or where plans are limited or absent, are prioritised for attention. The **workforce assessment** reflects the views of strategic and thematic leads, while the **overall grading** provides an organisational perspective of where attention is required. This approach recognises that not all pressures can be treated equally and enables the force to balance finite resources (and strategic focus) against a wide range of demands. Unlike other internal assessments (such as the Intelligence led Strategic Assessment or Control Strategy), which use **MoRiLE** to assess risk at the crime type level, this FMS methodology offers a broader view of priorities at the most strategic level.

Workforce Assessment Methodology

This year, the force used Microsoft 365 Forms to collect workforce assessments from strategic and thematic leads. Each lead provided an overview of workforce capacity, capability, and key risks within their area. RAG ratings were assigned based on these responses, using a standard scale: **1 = Red, 2 = Amber, 3 or above = Green**. These scores help identify workforce pressures and inform organisational priorities. Follow up conversations provide greater qualitative detail.

Figure 3: MS Form Survey Example

Response (3b) - Force Management Statement 2024/2025

* Required

Capacity

Ability to take, process and manage demand.

3. This question is concerned with overall **CAPACITY**. Capacity is the ability to take, process, and manage demand. The answer below is marked 1-5, where 3 is a balanced answer (typically just enough capacity to meet expected demand), 1 is routinely lacking capacity (typically can't manage demand) and 5 is routinely surplus capacity (typically more resource than demand). *

1. Far below expectation (can't manage demand)	2. Below expectation	3. As expected (balance between capacity/demand)	4. Above expectation	5. Greatly above expectation (excess resource)
☐	☐	☐	☐	☐

Response capacity is:

SMS Satisfaction Score

Average SMS scores are included within the Workforce Assessment where relevant. These scores are collated from SMS surveys which are sent to victims when certain crime occurrences are closed. The methodology is based on a three tier system which roughly equates to 1= negative (0%), 2 = positive (50%) , 3 = very positive (100%). Average scores by teams are collated through a PowerBI dashboard. Any score of 50 and above has been marked as green (good).