



Sussex Community  
NHS Foundation Trust

# Security Strategy

Security Management Team 2021-2024

A decorative graphic at the bottom of the page featuring overlapping teal and green curved bands. In the center, there is a stylized heart shape formed by two overlapping loops, one teal and one green.

*Excellent care at the  
heart of the community*

Reader Box	
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# 1. INTRODUCTION

## 1.1 Purpose

The Care Quality Commission (CQC) has identified that it is essential that security and safety are a critical part of good healthcare provision. This is evidenced by the inclusion of safety and security within the CQC assessment criteria.

Crime against the NHS diverts resources from their proper use and can have far-reaching effects on the ability of the Trust to meet the needs of the public. There are many types of crime that could affect the Trust, including the following areas:

- violence
- criminal damage
- theft

Sussex Community NHS Foundation Trust seeks to fully comply with its statutory and regulatory obligations in regard to the management of security. Work to tackle crime and improve security needs to be effectively led and coordinated.

The organisation will meet its commitments to prevent crime and improve security to ensure that care can be delivered and received in a safe and secure environment and the precious and finite resources, provided by the taxpayer, are used effectively in delivering high quality healthcare.

The Trust also has a commitment to ensure local accountability and safeguarding of NHS resources by ensuring the proper investment in anti-crime measures includes having fully trained and qualified professional staff to deliver this strategy Trust wide.

This document outlines the overarching strategy for tackling crime within and against the Trust.

## 1.2 Scope

It is the aim of the security strategy to identify security related problems and implement effective solutions to ensure that arrangements exist within the Trust for the protection of staff, patients and visitors, their personal property and Trust property so that it can provide high quality healthcare to the public in Sussex.

As part of its overarching aim of improving security, the Trust has nominated an executive level director (SMD) to lead on the management of security at board level and nominated two Accredited Security Management Specialists (ASMS) to advise on and manage the efforts to tackle crime against the organisation and raise awareness of security. This will provide direction and guidance in relation to security to all the services operated by the organisation and external services operating within its property.

With the close support of the nominated ASMS, Sussex Community NHS Foundation Trust will work to ensure its staff benefit holistically as well as feel emotionally

supported and safe in the buildings the Trust use to carry out their business. This is achieved through the provision of resources including dedicated training programs available to staff, as well as embracing and utilising technology via a targeted approach to where risk indicated improvements can be made.

SCFT will work to improve security and prevent/deter crime against its patients, services and assets effectively and efficiently by ensuring a security culture is embraced by all staff. This will include managing information and intelligence in all parts of the organisation and sharing it with relevant bodies so that, wherever possible, crime is reduced.

SCFT will continue to improve security awareness and anti-crime provision to safeguard the Trust and the services it provides. In order to ensure this continuous improvement the Trust has four strategic aims.

- To provide leadership for all local security and anti-crime work within the organisation by applying an approach that is strategic, coordinated, intelligence-led and evidence based, supported by the SMD and the Trust's Accredited Security Management Specialists.
- To work in partnership with NHS England, the Department of Health, commissioners and other NHS providers, as well as our key stakeholders, such as the police, the Crown Prosecution Service (CPS), local authorities and professional organisations to coordinate the delivery of security work and to take action against those who commit offences against the Trust and its staff.
- To establish a safe and secure environment that has systems and policies in place to protect NHS staff from violence, harassment and abuse; safeguard Trust property and assets from theft and misappropriation or criminal damage.
- To quality assure the delivery of anti-crime work with stakeholders to ensure the highest standard is consistently applied.

### 1.3 Definitions

ASMS	Accredited Security Management Specialist
CPS	Crown Prosecution Service
CQC	Care Quality Commission
NHS	National Health Service
SMD	Security Management Director
H&S	Health and Safety

## 2. Security Management Strategy

Security can be improved and crime can be reduced by targeting work effectively and building in anti-crime measures at all stages of Trust and local policy/procedure development, and reflecting wider NHS and government initiatives where appropriate.

To ensure compliance with the NHS Standard Provider Contract, the trust will undertake quarterly and annual reviews of the security management work. These reviews will inform future security related work plans and assess the effectiveness of prevention activity and improve future proactive work. In order to reduce crime and improve security, it is necessary to take a multi-faceted approach that is both proactive and reactive. The Security Team will provide quarterly reports and an annual report to the Health and Safety Committee advising on the progress of security work in relation to this strategy and the work plan. The Trust advocates the adoption of the following three key principles:

### 2.1 Principle 1 - Inform and Involve

Inform and involve those who work for or use the NHS about security and crime and how to tackle it. NHS staff and the public should be informed and involved with a view to increasing understanding of the impact of crime against the NHS. This can take place through communications and promotion such as public awareness campaigns, media management and training. Working relationships with stakeholders will be strengthened and maintained through active engagement. Where necessary, we will all work to change the culture and perceptions of crime so that it is not tolerated at any level.

This will be achieved by:

- Regular security updates on the Pulse security page in line with the Security Work Plan.
- Induction and Statutory Training presentations.
- Sections added to the Trust Communications email to advise staff of potential issues when required.

### 2.2 Principle 2 - Prevent and Deter

Prevent crime and deter those tempted to commit crime in the NHS. Successes will be publicised so that the risk and consequences of detection are clear to potential offenders. Those individuals who are not deterred should be prevented from committing crime by robust systems, which will be put in place in line with policy, standards and guidance.

This will be achieved by:

- Issuing warning letters to patients regarding their behavior after consulting with staff in line with Trust policies.
- Your Choice of Treatment (anti-violence) posters to be placed in clinical areas where appropriate.
- Conduct Site Security Surveys on SCFT owned/leased and rented properties in line with KPI's and standard operating procedures.

## 2.3 Principle 3 - Hold to account

Hold to account those who have committed crime against the NHS. Crimes must be detected and investigated, suspects prosecuted where appropriate, and redress sought where possible. Where necessary and appropriate, this work should be conducted in partnership with the police and other crime prevention agencies. In relation to economic crime, investigation and prosecution should take place locally wherever possible. Where recovery of monies lost to crime is viable, this should be pursued. In relation to crimes against NHS staff, criminal damage or theft against NHS property, investigation and prosecution should be undertaken in liaison with the police and CPS.

This will be achieved by:

- Supporting staff by responding to assault and verbal abuse incidents in line with the Security Team Work Plan.
- Conduct thorough investigations of all theft of NHS, staff and Patient Property supporting the police and CPS where necessary.

## 2.4 Strategic Key Elements

By using the three principles the Trust will be able to ensure that a clear strategy will be applied in respect of security management and crime reduction and enable the key elements of this strategy to be implemented.

The key elements of this strategy are:

- Identifying problems by analysis of risks and trends.
- Working within a clear strategic framework which establishes a common language of aims, objectives and methodologies.
- Creating a strong and flexible working structure which can focus collective, professional expertise on the issues to be addressed.
- Using the structure to take a range of actions in respect of each specific area where security needs to be strengthened.
- Engaging fully with other NHS organisations in regard to ensure work undertaken meets common, high national standards; and continuously reviewing policy and procedure to learn from operational experience to minimise risks and prevent future security related incidents from occurring..
- Awareness of best practice and statutory requirements will be promoted by effective management systems, communications, consultation and expert advice.
- At the core of the strategy is the recognition that all security management work needs to be based on clear and unambiguous risk identification and assessments.

## 3. Responsibilities

### 3.1 The Chief Executive

The Chief Executive is responsible for ensuring that the Sussex Community NHS Foundation Trust complies with current security directions and legislation and is ultimately accountable for all matters of security. The Chief Executive has overall responsibility and accountability for security to ensure that minimum standards of good practice are developed through Sussex Community NHS Foundation Trust Policies and Procedures, and subsequently embedded within the organisation.

### 3.2 Sussex Community NHS Foundation Trust Board

Sussex Community NHS Foundation Trust Board is responsible for ensuring that legal obligations are met in line with the risk management agenda and that resources are made available to ensure that the premises are maintained in a physically secure condition.

### 3.3 Security Management Director (SMD)

An SMD will be nominated to take overall responsibility for all aspects of Security Management matters and will oversee the work of the ASMS.

### 3.4 Accredited Security Management Specialist (ASMS)

The nominated ASMS is to provide professional skills and expertise to tackle security management issues across a wide range of proactive and reactive tasks. The overall objective of the ASMS will be to work on behalf of Sussex Community NHS Foundation Trust to implement and maintain momentum in support of this strategy ensuring that the estate changes and financial restraints are taken into account.

### 3.5 Safety and Risk Manager

The Safety and Risk Manager is responsible for ensuring an Online Incident Reporting and Risk Management System (e.g. Datix) is in place within the Organisation in accordance with the Incident Management and Reporting Policy.

### 3.6 Health & Safety (H&S) Staff

The Lead / Facilitator are responsible for working with the ASMS to ensure that health and safety aspects of security incidents are dealt with in the appropriate manner.

### 3.7 All Managers and Staff

Security is the responsibility of all managers and employees and they are expected to co-operate with management to achieve the aims, objectives and principles of the security management strategy. Great emphasis is placed on the importance of co-operation of all staff in observing security and combating crime.

Where staff know or suspect a breach in security, they must report it immediately via the Online Incident Reporting and Risk Management System (e.g. Datix) and the manager is responsible for ensuring this is done and time allowed for this to be submitted promptly.

## 4. Monitoring and Learning

Quarterly and annual reports are completed and provided to the Health & Safety Committee, with the annual report also sent to the SMD for the Trust Board. Reports into Reported Physical Assaults and Security Self-Review Tool are also undertaken and provided directly to the SMD. These reviews and reports identify areas requiring security improvement within the organisation and this document helps to inform the Security Work plan for the Year.

The Security Team monitors all security related incident reports and offer support to staff involved in security related issues. The monitoring of incident reports also allows Intelligence gathering to enable the development of risk mitigations for the various sites and communities where SCFT work.

Feedback is provided to the H&S Committee and consultation is undertaken with H&S representatives and the Board concerning the safety of patients, visitors and staff and any operational changes/initiatives.

## 5. Associated documents

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