



Force **Management Statement** 2024



Chief
Constable
**Executive
Summary**



Vanessa Jardine
Chief Constable
Northumbria Police

I have now had the privilege of leading Northumbria Police as Chief Constable for just over 12 months, in that time I have witnessed the dedication, bravery and public focussed service of my colleagues who strive every day to Keep People Safe and Fight Crime. They do this despite the increasingly complex and harrowing events they respond to across the force area, ensuring our approach is focussed on the needs of local people from busy city centres to the remotest parts of the country. I recognise our people are at the heart of Northumbria Police and the force has made a clear investment in leadership at all levels in the organisation to help embed the values and behaviours expected of our workforce and to develop a culture that is centred around equity, diversity, creativity and high performance.

Our Force Management Statement sets-out our understanding of the levels, nature and challenges associated with the demand for our service, both now and in the future. It describes our assessment of our assets and details the plans we have to meet these demands, whilst improving our service to the public.

It is important that we consider the operating context and the socio-economic factors influencing our demand. The region continues to have the second lowest household income, the second worst deprivation rate and the second highest rate of child income poverty against national indices in the country, with related acute

community safety challenges. There is significant investment in the region, with major redevelopment in central areas of Newcastle, including additional residential premises, office space, hotels and additional leisure facilities. Sunderland is one of the first Smart Cities in the UK as part of the Smart City Programme; leveraging technology and innovation to enhance the quality of life for residents and businesses. In addition, a North East Mayoral Combined Authority has been created, led by a newly elected Mayor, with devolved powers on employment and skills, planning and regeneration and economic development in the region. Whilst this

investment is welcome it is likely that it will bring with it additional policing demand until it makes the expected positive impact on local people's lives.

The force has a track-record of delivering a high standard of performance and quality services. Understanding our demand helps to ensure we can maintain these standards. We recognise that we need to do more to improve certain aspects of our service, particularly our response to calls for service and our investigative standards, ensuring the right outcomes for victims of crime; these are contributing factors in reductions in victim satisfaction and public confidence. Our force strategy, future plans and activity are directly aligned to improve these standards and quality of service.



The force has a track-record of delivering a high standard of performance and quality services.



We continue to manage a balanced budget, with savings and efficiencies achieved and spending plans controlled. However, the current economic and political environment, together with a continued lack of certainty around future funding makes it more difficult to predict an accurate financial picture with a high degree of certainty. In addition, levels of inflation are expected to continue to impact on force budgets over the

medium-term. Due to the scale of the inflationary and budget pressures it has been necessary to deliver efficiencies to bridge the projected financial gap. This has been and will continue to be achieved through the introduction of Priority Based Budgeting as part of our existing business planning approach.

Our new force strategy sets out the direction for the force based on our purpose to Keep People Safe and Fight Crime and the vision to 'be an outstanding police force' centred around three core objectives:

- 1. Focus on prevention**
- 2. Be there when the public need us**
- 3. Deliver an outstanding service**

This strategy has been informed by extensive internal and external engagement, including 'Direction to Outstanding' events held with officers and staff across the force. It has five strategic priorities covering service, prevention, culture, innovation, and sustainability, and will influence every area of the force, underpinning real transformation in the services we provide to the public.

We have recently made changes to our force operating model and these will help deliver the strategy, with a focus on delivering high quality public service. As part of the new force operating model, we have moved from three to six area commands, aligned to local authority boundaries. This will support our ambition to develop more collaborative relationships with our partners to deliver shared outcomes and enable a greater innovative culture. This change will also support greater ownership, leadership, and accountability for performance at a local level.

In addition, we have increased resources within our response policing teams (RPT) by transferring investigative

capability from the Criminal Investigation Department (CID) into RPT. These changes provide greater resilience to meet peak incident demand, but also deliver improvements with investigations. A dedicated response appointment has been introduced providing a 24-hour service level agreement for victims. These scheduled appointments provide an improved service for victims whilst also providing greater opportunity to balance and meet demands, including response times. We are also reopening the Bedlington custody suite and implementing a rural crime model in Northumberland. These changes are as a result of considerable financial investment; however the outcomes are expected to improve not only response times but help to deliver an outstanding service to our communities.

Overall, the new force operating model will provide a number of benefits, including improving our response to emergency and priority calls, opportunities for greater tasking and improving our resilience to deal with large scale events. It will also increase our visibility in communities through a preventative focus on crime and anti-social behaviour, increase the quality of investigations and improve satisfaction levels. The new model will allow for a better balance of investigative demand across RPT and CID, providing improved staff welfare. Improving investigative capability is recognised as a key success factor of the new operating model. There is a force investigations strategy specifically to tackle our capability, with clear governance and accountability to improve standards.

The force change programme led by the Deputy Chief Constable is aligned with the force strategy and covers three programmes, operational, large IT platforms and national and local digital

policing. The operational programme is systematically reviewing all aspects of our operating model and the elements that underpin the delivery of policing services, with the aim of reducing demand and optimising capacity, whilst improving the quality of service to users.

There has been substantial financial investment in information technology and digital transformation. We are replacing several legacy systems with new, modern, and flexible systems, such as the procurement of NicheRMS365, which is a full-featured police records management system. This will provide the functionality to allow the force to operate more efficiently and effectively. The IT programme is predominately focussed on the implementation of a new records management system and optimising use of data.

The national and local programme has delivered several projects to date, including the rollout of drone capability, introduction of Office 365 and GoodSam. We will continue adopting innovative and new and emerging technologies.

There is continued investment within digital policing to support our ambitious plans for transformation. There is also investment in digital forensics to meet future demand in line with the expected national rise. This includes an update to the digital forensic network, storage capability and adopting automotive technology to analyse and review material remotely. In addition, there is further investment to improve investigative standards, including retaining a greater number of police staff investigation resources and the creation of a file upgrade team.

Our financial plans are underpinned by a workforce plan which is fully aligned with the delivery of our strategic priorities. Improving representation within our

workforce is also critical to our plans. The force is maximising police officer numbers from uplift, with 723 additional officers recruited since April 2019, supporting the new force operating model.

We will continue to seek more efficient and effective ways of working to ensure we deliver the best value for money. We are investing in the training and wellbeing of our staff and officers, as well as in the technology and equipment they use. This investment will increase our effectiveness and help us to become more efficient and productive.

We have completed a comprehensive review of our estate provision in support of the force operating model. As a result, there are clear short, medium, and long-term plans, with a commitment to invest further in our estate; with new dog kennelling provision, a new public order facility, a single site for the force control room and associated gold/silver multi-agency capability and suitable premises for semi-covert serious and organised crime investigations.

The force remains committed to developing collaborations and strategic partnerships where there is an operational or organisational benefit, which leads to improvements in our effectiveness, efficiency, and legitimacy in service delivery. Collaboration with local forces and partner agencies has been initiated to allow for a joined up strategic approach to complex and financially impactful areas of business. Embracing the North East Devolution deal will see a focus on public service reform to collectively improve services.

We are adopting a greater preventative posture within the force. A new Prevention Strategy is in place with the aim to work in partnership to safeguard the community, improve people's lives and protect the most vulnerable. We

have created a Prevention Department to ensure a cohesive and structured preventative approach, aligned to the principles of our neighbourhood policing model. In support of the increased preventative focus we have reviewed our neighbourhood policing model, investing an additional 134 police officers into neighbourhood policing. This increase in warranted officer capability has enabled increased levels of proactivity, offender management and problem-solving to reduce future demand.



Northumbria Police quite rightly has the desire to be recognised by its communities as an outstanding force.



We have worked closely with our partners to ensure we have implemented right care, right person in a planned and coordinated manner. This partnership approach has enabled this demand to be allocated to the right agency to meet the needs of callers, reducing unnecessary demand on police resources. We will continue to build our strategic relationships with partners, adopting evidence-based problem-solving approaches.

Northumbria Police quite rightly has the desire to be recognised by its communities as an outstanding force. This is an exciting time to be part of Northumbria Police. We have

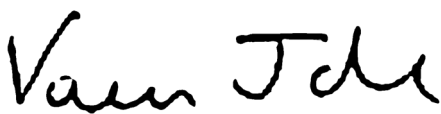
a dedicated, committed and skilled workforce that are proud to deliver for our communities in the North East.

Our strategy sets out our clear ambition and, on this journey, I am very proud to be the Chief Constable and lead the force.

RAG Assessment

A RAG assessment has been completed for each section within the Force Management Statement. This assessment has been completed against our current position, as well as for our future position, based on forecasted demand and our capability and capacity to meet demand, taking into consideration our future plans.

This is the Force Management Statement for Northumbria Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

A handwritten signature in black ink, appearing to read 'Vanessa Jardine'.

Vanessa Jardine
Chief Constable
Northumbria Police



Strategic
Risk
Assessment

Strategic Risk Assessment

Northumbria Police has undertaken a strategic risk assessment of the Force Management Statement (FMS). The force risk ratings consider the assessment of demand, performance and the status of the workforce and other assets.

KEY:



Green

The force is confident in the asset state and expects it to match current and future demand with minimal change.



Amber

The force is confident in the asset state but expects challenges to meet current and/ or future demand and will require more strategic action.



Red

The force has either concerns over the asset state, its ability to meet current and/ or future demand or its ability to mitigate these challenges.

The first column indicates the current risk associated to that department or area of policing and the current ability to meet that demand based on capability, capacity, and condition. The second column forecasts the ability to meet future demand and considers the future impact of strategic plans, together with the residual risks.

The narrative provided within the below RAG table articulates the assessment of risk associated for each section, including rationale.

Finance

Since 2010, austerity resulted in unprecedented cuts to the funding provided to policing, with Northumbria being the hardest hit of any force in England and Wales. The budget estimates for future years will require further consideration as the financial landscape becomes clearer. There is a continued focus on improving efficiency within the force; the force has adopted a priority-based budgeting approach to support existing efficiency plans.

Current RAG Status:

The force has a robust and balanced Medium-Term Financial Strategy (MTFS), savings and efficiencies identified by the Chief Constable have always been achieved and spending plans continue to be under control.

Due to the scale of the inflationary and budget pressures it has been necessary to identify significant efficiency plans to bridge the projected financial gap.

The force's capital programme represents significant investment over the term of the MTFS to support the Chief Constable's aspiration to be a forward thinking and technologically advanced force.

Future RAG Status:

Despite prudent financial planning, there remains uncertainty within the political and economic environment. The significant levels of inflation are expected to continue to impact on force budgets over the medium-term. There has been no additional financial support from government to recognise the unprecedented scale of inflation that forces are having to deal with. Inflation and other budget pressures identified for 2024/25 are now more than £10.3m greater than anticipated within the MTFS approved last year, rising to £13.3m by 2026/27, excluding pay and pension funded rises.

These pressures have been proactively mitigated by efficiencies identified by a force-wide Priority Based Budgeting process, with cashable efficiencies of £2.8m in 2024/25 rising to £7.1m in 2027/28. The gaps in funding are supported by the effective use of an Investment Reserve which is being used to bridge the gap in funding as necessary efficiencies are achieved and embedded.

It is purely in relation to the funding uncertainty that the future assessment has been identified as amber. The force has robust annual budget setting and efficiency processes in place and a fully funded MTFS, so from a financial management point of view the financial position is robust.

Wellbeing

The wellbeing of the workforce remains a key priority, supported by continued investment. The force has a good understanding of the wellbeing by utilising people analytics and insight. Resourcing and workload related stresses remain the most pressing challenge internally; changes to the force operating model will ensure that workload is appropriately distributed.

Current RAG Status:

Organisational wellbeing is well understood and is assessed using a range of data and insight, with poor mental health remaining the greatest concern, accounting for 37% of sickness absences. The force provides an effective occupational health service, EAP and trauma provision and has undertaken numerous good practice initiatives to focused on the mental wellbeing of our people. There are some limitations to our OH service, which include neurodiversity support and longer rehabilitation treatment for work-based injuries. The forces' wellbeing plan is monitored via the Culture and Leadership Board with every department having a departmental wellbeing plan.

Future RAG Status:

We will continue to strive to make Northumbria Police a Great Place to Work and ensure effective wellbeing support, particularly in mental health as we anticipate a continued rise, that enables our staff to deliver an outstanding service as the force.

Our neurodiversity offering will be reviewed following significant improvements in raising knowledge, awareness and support in this area. The occupational health contract will also be reviewed to ensure service delivery is aligned to need and value for money is maintained.

3.

Responding to the Public

The Modernising Public Contact project has enabled significant changes to how we deal with requests for services. The operating model has increased resources to better meet forecasted demand, vulnerability is identified and risk is appropriately managed. Proposals have been agreed, in principle, for a single purpose-built contact centre to be built in the next four years; this will bring opportunities for efficiency savings and further performance gains.

The force has worked closely with its partners to ensure it has implemented Right Care, Right Person in a planned and coordinated manner. This partnership approach has enabled this demand to be allocated to the right agency to meet the needs to callers, reducing unnecessary demand on police resources.

Changes to the force operating model were implemented in March 2024. The new model increased resources within response policing teams (RPTs) by transferring PIP 1 capability from the Criminal Investigation Department into RPT. These changes provide greater resilience to meet peak incident demand but also deliver improvements in investigative standards. In addition, a dedicated response appointment has been introduced providing a 24-hour service level agreement for victims. These scheduled appointments provide an improved service for victims whilst also providing greater opportunity to balance and meet demands, including grade 1 and 2 response times.

Overall, the new force operating model is expected to provide several benefits, including improved response times, opportunities for greater tasking and prevention in high demand locations, increased quality of investigation and improved satisfaction levels.

3a.

Calls for Service

Current RAG Status:

The force is progressing with the second phase of the Modernising Public Contact project to further develop the Communications Department operating model, whilst continuing to explore innovative technology, wider efficiencies, and improved ways of working.

This includes a further review of demand, capacity, and capability, ensuring it is fit for purpose and that working arrangements and shift patterns continue to provide the best opportunity to meet demand.

Future RAG Status:

Proposals in the next four years for a single purpose-built contact centre have been agreed in principle. This will bring opportunities for efficiency savings and further performance gains.

The Modernising Public Contact project ensures a focus remains on shaping a service which has the customer at its heart, with improved choice.

3b. Incident Response

Current RAG Status:

Overall incident demand is consistent; however, there has been a significant increase in emergency demand. Attendance to emergency and priority incidents is below service level agreements, with recent improvements achieved. Initiatives such as Right Care, Right Person ensure that non-policing demand is dealt with by the appropriate agency. Recent changes to the Force Operating Model increased resources within response policing teams. These changes provide greater resilience to meet peak incident demand but also deliver improvements within initial investigations.

Future RAG Status:

Future incident demand is expected to increase in-line with investment and regeneration across the force area. The new force operating model provides several benefits, including improved response times, opportunities for greater tasking and prevention in high demand locations, increased quality of investigation and improved satisfaction levels. Additionally, the revision to the rural model in Northumberland is anticipated to assist with improving incident response. The full benefit of the model will be achieved over the next few years as officers within response policing develop improved investigative skills and are more efficient in managing their workload with improved processes.

Prevention and Deterrence

The force has reviewed its neighbourhood policing model and set three key priority focus areas: reducing crime and ASB; proactively targeting and disrupting offenders; and seeking to protect vulnerable victims. Problem solving, early intervention and engagement remain core principles to build trust and confidence in communities. There has been an additional 134 police officers invested into the model. An increase in warranted officer capability has enabled increased levels of proactivity, offender management and problem-solving to reduce future demand. Further training is being delivered to all neighbourhood staff, focussing on victim experience, satisfaction, problem-solving, case management and increased use of orders and legislation to manage offenders.

The new Prevention department has been created to embed problem-solving across the force, lead on partnership working, early intervention and offender management. A new missing from home team has been introduced to enhance the approach to vulnerable people associated with missing episodes.

Co-located multi-agency hubs are in place in high demand or high impact sectors in support of a place-based approach to harm reduction, enhancing our partnership approach to tackling complex social issues and support our collaborative work to tackle the causes of the issues including homelessness, unemployment, addiction (drugs and alcohol) and mental health.

Current RAG Status:

The force has reviewed its neighbourhood policing model and invested an additional 134 police officers into the model. It has three key priority focus areas: reducing crime and ASB; proactively targeting and disrupting offenders; and seeking to protect vulnerable victims. Problem solving, early intervention and engagement remain core principles to build trust and confidence in communities.

Future RAG Status:

The implementation of a new neighbourhood policing model and investment of additional police officers into neighbourhood policing and the integration of the Prevention Hub will enhance the force's preventative capability.

Investigations

The force strategy aims to ensure a culture of investigative ownership and solving crime.

The force has a good understanding of investigative demand and works collaboratively to flex capacity towards operational risk, whilst planning for longer term solutions. A new force operating model has been implemented to improve the service provided to victims of crime, increase local ownership of investigations and ensure a more equitable split of demand across teams.

Alongside the new operating model, an accelerated investigation improvement plan, led by the Executive lead, has been implemented. Investigative workloads and pressures in some key areas are expected to increase; however, the force has adequate plans in place to mitigate and increase investigative capabilities over the next 12 months. This includes investment in digital forensics, safeguarding teams, Criminal Justice Unit support, exploitation, economic crime, and POLIT. Investment has already started with a Cold Case Homicide Review Team which was created in September 2023. The force has plans to extend the capacity of the Review Team to consider unresolved rape and serious sexual offence cases in future.

There is increasing demand for forensic services due to increased statutory accreditation requirements and digital forensic demand. The DFU backlog fluctuates in-line with demand and resourcing levels within the unit. Additional measures have been put in place to ensure that a risk-based approach is utilised to accept and prioritise workload, with still further gains to be realised in this area. Investment is proposed from 2024 onwards to accommodate the predicted increase in demand, and to improve service delivery.

The custody estate model is matched with appropriate resources, with an uplift of additional Sergeants and detention officers, and adequately meets force demand. A fourth hub is due to open in Bedlington July 2024 and will provide increased cell capacity and further resilience when needed, as well as provide cell capacity for the force's rural incidents, creating efficiencies in travel costs and time for investigators.

The Criminal Justice Unit is well resourced in accordance with existing service level agreements. A full-service model will be implemented, with the creation of a bail management team, increasing capacity to improve file quality, creating efficiencies and improving performance. In addition, the force has a significant focus on increasing those cases given an out of court disposal and ensuring they are appropriate and meet the criteria.

5a.

Investigations (core)

Current RAG Status:

The force has a good understanding of its investigative demand. The new force operating model and accelerated investigation improvement plan has been implemented, to ensure we are creating the right culture, sufficiently trained people, utilising efficient systems and processes, and setting clear achievable performance management frameworks. There is a focus on improving the use of out of court disposals to increase victim satisfaction, reduce repeat offending and reduce unnecessary demand on our investigative and CJ resources. Initial findings have indicated no reduction in performance since the implementation of the FOM (Force Operating Model) and some areas of improvement.

Future RAG Status:

Workforce projections indicate a reduction in the gap in PIP 2 officers, whilst further investment is being made to specialist capabilities within Safeguarding and Crime departments. Specialist investigative posts are to be prioritised over the next 6 to 12 months, with a focus on rape, serious sexual offences, criminal exploitation, and economic crime.

The accelerated investigation improvement plan remains integral to delivering the force strategic intentions for investigation, with planned activity to drive leadership, culture, and local systems.

5b.

Custody

Current RAG Status:

The custody estate and resourcing levels meet demand. The review of custody review has created further efficiencies within the model that will serve to improve performance.

Future RAG Status:

Opening a fourth custody suite will create additional resilience and reduce travel time for officers transporting detainees. The investment in a bail team will provide increased scrutiny and will deliver benefits in respect of legal compliance, positive outcome rates and investigation timeliness.

5c.

Criminal Justice

Current RAG Status:

The Criminal Justice Unit is well resourced in accordance with existing service level agreements, with current performance good, specifically in terms of file structuring, redaction, and presentation of police-led prosecutions, as well as provision of victim support services. Further improvements in file quality and an increase in the use of out of court disposals is required.

Future RAG Status:

The implementation of a full-service model with the creation of a bail management team and increased capacity to improve file quality will create efficiencies and improve performance. Increased use of out of court disposals will be achieved, supported by improved technology. The implementation of a new records management system will further improve processes and standards within the Criminal Justice Unit.

5d.

Forensics

Current RAG Status:

All accredited forensic units continue to meet current operational demand and work within agreed service level agreements.

The Digital Forensic Unit (DFU) backlog fluctuates in-line with demand and resourcing levels within the unit. Additional measures have been put in place to ensure a risk-based approach is utilised to accept and prioritise workload, with still further gains to be realised in this area.

Future RAG Status:

A strategy is in place in relation to tackling current and predicted demand within the DFU, including additional resources, upskilling front line officers and restructuring the department to improve current service delivery. The force will continue to utilise the Police Digital Service (PDS) Pathway APP and will be a proof of value in force for PDS national cloud-based automation solution. Demand in this area is expected to continue to stretch the department over the next 12 months until national solutions develop further.

Accreditation demand is projected to increase with the force exploring opportunities for longer term collaboration across forensics disciplines.

Protecting Vulnerable People

Protecting Vulnerable People is a force priority. The force continues to work closely with partners, both at a strategic and tactical level, and is an active partner at local adult and children safeguarding partnerships.

Domestic abuse is projected to continue to increase. Increased recognition of DA (Domestic Abuse) perpetration, improved investigation following rollout of the DA Matters training programme, improved risk assessment using the DARA (Domestic Abuse Risk Assessment) assessment tool and the introduction of a risk assessment tool for stalking and harassment are all anticipated to increase demand for services.

The force has an overarching Violence Against Women and Girls (VAWG) strategy which draws together the activity being undertaken across the force. An action plan has been introduced to track progress and improvements of service delivery for women and girls in the force area. A new domestic abuse model will be developed to further enhance the force's response, particularly high risk and complex.

Operation Soteria Bluestone, a national response to improve outcomes for victims of rape and sexual offences, will continue to be implemented to ensure a collective response to improve support to victims and investigative rape outcomes.

The force continues to have an excellent relationship across the MASH (Multi Agency Safeguarding Hubs) hubs with all partner agencies, with an ambition to improve the consistency from partner agencies.

Our recently implemented dedicated missing from home team is expected to improve our response to missing people whilst working with partners to reduce vulnerability. This alongside RCRP is expected to continue to reduce the number of incidents for the force.

Current RAG Status:

The force has good partnership working at both a strategic and tactical level. The force has an overarching strategy for Violence Against Women and Girls which draws together significant force wide activity.

Whilst rape offences have risen this year, overall sexual offences have remained static. Demand in respect of safeguarding reviews has continued to rise in 2023/24, with the most notable rise in respect of safeguarding adults' reviews and this is expected to continue.

Child Concern Notifications (CCNs) have also increased in part due to greater officer awareness following mandatory vulnerability training which included the need for officers. The force has good plans, with partners to respond, having invested additional resources to manage in our MASH

(Multi Agency Safeguarding Hubs) capability. A build-up of case files requiring completion in the Rape and Child Abuse Investigation Teams required the investment of additional resources seconded from across the force to mitigate the risk.

Future RAG Status:

The force's DA strategy sets out the clear direction in relation to the force's expectations. Northumbria has been part of national planning and readiness for use of DAPO/Ns and has suitable plans in place with Legal and Criminal Justice to meet the increased expected demand.

The force will increase the Safeguarding department's establishment and skills levels in the forthcoming 12 months to respond to increased investigative and safeguarding demands. This will include the implementation of a dedicated RaSSO CJU to assist our response to the recent case file backlog.

It is anticipated the RCRP, our focus on prevention and the maturing of our missing from home processes will reduce demand on the force and improve our service.

Managing Offenders

The force has created a Prevention department that has strategic oversight of early intervention and diversionary activities to tackle those causing most harm in our communities. The department will coordinate and direct the delivery of the Prevention strategy, which has three priorities:

1. Work effectively with partners to implement a preventative approach and improve services to our communities.
2. Expand preventative problem-solving across the force that is victim-centred and responsive to community concerns.
3. Prioritise the highest harm offenders and protect the most vulnerable people

The force has recently changed how it manages its registered sexual offenders (RSOs) to ensure full compliance with authorised professional practice, with all RSOs managed centrally within the MOSOVO (Management of Sexual Offenders and Violent Offenders) department. This has increased the effectiveness and efficiency of the model and provides greater consistency in approach.

The force has a well-established Integrated Offender Management (IOM) approach, which is aligned to the national IOM strategy. There are regular operational meetings with key partners to focus and coordinate multi-agency efforts to reduce offending through a problem-solving approach, tailored to each individual offender.

Current RAG Status:

The management of wanted persons is effective and the embedded neighbourhood policing model has provided increased scrutiny in the progression of those currently outstanding.

The management of Register Sex Offenders has transferred to Safeguarding; however, there are some demand challenges in relation to Home Risk Reviews and Active Risk Management System assessments. This is being managed with short term staffing support to reduce the risk in outstanding visits.

Future RAG Status:

The force plans to have a more coordinated and targeted approach to medium and standard risk wanted persons. This coupled with the implementation of a Violent and Sexual Suppression Team (VASST) that will take a proactive approach to the violent cohort of offenders currently managed in MAPPA, is expected to deliver further improvements in performance. However, the ever-increasing number of registered sex offenders is still expected to stretch our safeguarding capacity over the next 12 months whilst the force explores opportunities to automate some risk management process using robotic technology.

Managing Serious and Organised Crime

Serious and organised crime involves many different crime types, and the responsibility for dealing with it extends across the force roles and responsibilities. The demand and approach cover commodity, vulnerability, and prosperity crime types, as well as knife crime.

It is anticipated that the high levels of demand and high levels of harm will continue to increase from Urban Street Gangs and Peer Crime Groups. Demand from County Lines and its links to serious youth violence are projected to increase.

The security of supply of resources and the capabilities they require is critical to combatting serious and organised crime. The force will continue to focus on the Strategic Policing Requirement in relation to serious and organised crime to ensure that the intelligence and analytical capabilities are sufficient to identify and understand the level of the threat, risk and harm posed by serious and organised crime within the force area.

Current RAG Status:

The force has the capability to undertake Tier 1 SOC (Serious Organised Crime) operations, with additional support from specialist assets within the NEROCU (Northeast Regional Organised Crime Unit). Areas of current focus from a resourcing perspective include POLIT (Paedophile Online Investigation Team) and Economic Crime. Changes are required to develop the resilience of specialist skills in these areas. Peer Crime Groups and Urban Street Gangs are now more widely identified within the force and an increase in demand in this area has therefore been seen.

Future RAG Status:

Further investment of resources in economic crime investigation and prevention will further improve the Force's SOC capability next year. POLIT demand is being managed with the force able to respond to high-risk indecent images on-line of children (IIOC) as soon as they are reported and assessed. This will further improve the protection of vulnerable people and targeting of dangerous offenders.

Major Events

The force has a Force Coordination Centre to coordinate and manage operational resources across the organisation. It provides the force with demand analysis, intelligence, and resource mapping for front line resourcing, as well as predictive analysis, which allows the force to meet the changing profile of incident and crime demand.

The force is well-placed in relation to major events and has the capability and capacity to meet demand. There are sufficient resources within public order, with good specialist capability across key risk areas. Succession planning, mentoring and accreditation are robust to maintain capacity. All resources are trained to national standards, which allows for mobilisation or mutual aid externally to all areas of the country. The force closely monitors mutual aid requests to ensure the wider support to policing does not compromise the business-as-usual capability. As part of the Estates Strategy, public order training will be returned within force.

Demand around civil emergencies and contingencies has risen due to increased testing and exercising within a national, regional, and local threat and risk context. The force works closely with the Local Resilience Forum (LRF) to reduce the risk to the public from emergencies.

The force has restructured the Roads Policing Unit to deliver against the National Road Safety Strategy and to meet increasing calls for service.

Northumbria CT function is integrated with Counter Terrorism Policing Northeast (CTPNE) which provides a collaborative regional model incorporating a north-east seven-force regional approach.

The Firearms Support Unit (FSU) has the required number of specialist officers to achieve an appropriate response to both planned and spontaneous operations requiring specialist firearms skills. A full review of the force's current specialist skills has been undertaken to ensure it is as efficient as possible and that it will meet demand. The FSU team structure will reduce from six to five teams in 2024, with a pattern creating efficiencies across the delivery of mandatory training and increase capability and capacity on teams.

Current RAG Status:

The force has good capability to develop intelligence and assess events with sufficient specialist capabilities. Force operational assets are appropriately resourced to support specialist operations, including large sporting, public events, and protests.

Future RAG Status:

Demand is rising in connection to firearms offences, fatal and serious road traffic investigations, and changes to the dangerous dog legislation. The firearms and dog sections have been restructured to address the increased demand. The Road Policing Unit has restructured to align with the force priorities and Road Safety strategy through the creation of a Serious Collision Investigation Unit and increased emphasis on prevention activity.

The force's appointment of a new Business Continuity Manager and our participation as a Stronger LRF pilot site should positively influence the effectiveness in this area.

10.

Knowledge Management and ICT

As part of our force strategy, the force is establishing the infrastructure to support investment in innovative technology and cloud-based systems. Consequently, there has been substantial investment in digital technology to address constraints associated with legacy systems. This investment will continue for the next few years, with significant planned refresh and system replacement programmes, including a new records management system. This is fundamental to the ambition to develop data and insight across the force to support evidence-based decision making.

The force has made considerable progress in the development of its data strategy, with further work planned to integrate data governance into the overarching governance framework. The importance of data management is understood, and data is increasingly recognised as a strategic asset.

There are clear roles and responsibilities in data management, with comprehensive policies and procedures to ensure clarity, compliance, and accessibility. There remain challenges in the recruitment and skills distribution of analytical resources.

A review of our force intelligence resources, processes and outputs has been completed and resulted in a new operating model to deliver a more efficient and effective intelligence function, with the appropriate capacity to meet demand. It standardises working practices, processes, and drives decision-making and proactive tasking.

10a.

Digital Policing and ICT

Current RAG Status:

The force continues to build on the foundations set in recent years to further improve service delivery and technology maturity. There are still constraints associated with legacy technology, the capabilities and supporting processes are developing to mitigate key risks and stabilise performance.

Delivery of replacement core systems, including a new records management system, will continue to require much of the corporate change resource activity over the next two years.

Future RAG Status:

There are good plans in place to reduce our levels of technology debt and when concluded our significant infrastructure refresh and system replacement programmes will reduce the level of unexpected and unplanned support demand. This will take 2 years to complete and during this time the capacity of the force to undertake more innovative technological developments will be constrained.

10b. Information Management

Current RAG Status:

Delivery and performance are currently good for routine requests and all elements of service level agreements are being met. Timeliness for specialist data protection and information security provision is recognised as an ongoing constraint for the organisation.

The department has the appropriate specialist skills; however, the increasing demand limits the ability to flex resource to manage demand spikes in specific areas.

Future RAG Status:

There is a lack of resilience in the department. Demand management and assessment remains a continuous focus which coincides with programmed remedial work, following the Information Commissioner's Office audit and ongoing regular compliance audits. The application of a risk-based approach focussed on compliance with legislation, statutory guidance, force policy and procedure against risk of harm to individuals, the communities and reputation will continue to maximise effectiveness and priority will be given to assess capability to undertake those functions where there is a statutory obligation to comply or where there is a need to directly support mitigation of risks to the communities the force serve.

10c. Intelligence

Current RAG Status:

The force has good capability within its intelligence function. Staff have the appropriate skills and knowledge to perform their role. The Intelligence review has enabled demand to be met and has shown significant improvements in performance and delivery. The implementation of a live time intelligence cell ensures that live incidents can be dealt with in a much timelier manner.

Future RAG Status:

The force will achieve a dynamic intelligence capability through 'live time' intelligence assessments to enable outstanding response and incident management. This will continue to improve the consistency of products and provide efficiencies with a dedicated team aligned to 'happening now' incidents and ensure resources are aligned to target high threat, harm, and risk.

Force wide Functions

The People Strategy has been developed to ensure Northumbria Police is a great place to work by creating a supportive and inclusive culture, enabling high performing teams, and is underpinned by the Code of Ethics. It is recognised that the people experience, and culture are at the heart of the force's commitment to being an outstanding organisation, with outstanding people.

The National Uplift Programme has provided 723 additional officers (core uplift and 'overshoot') to the force over the last three years. There has also been growth in police staff structures, with investment in the training and wellbeing of our staff and officers. There is a focus on leadership development at all levels, career pathways, and improving our e-learning capability.

In-line with national trends, the force has seen a significant rise in public complaints. Investment in Professional Standards was made last year; however, this has been insufficient to manage demand. Further opportunities for technological support and a business case for growth are being considered, including the centralisation of complaints. This is expected to create efficiencies within local policing and improve overall service.

A review of the estates provision has been completed in support of the force operating model, with substantial investment planned. A new dog kennelling provision, a new TL2 public order facility, a single site for the force control room and suitable premises for semi-covert serious and organised crime investigations will be delivered. In addition, the Ponteland site will be repurposed as a training facility. A Sustainability Strategy has also been developed which sets a clear ambition to achieve net zero carbon by 2030/31.

The force has several significant improvement schemes to deliver change and efficiency through transformation, including a systematic review of all aspects of our operating model. It also includes significant investment in IT and digital infrastructure, with a programme of replacing IT infrastructure; the replacement of all core operating systems; investment in data and analytics.

Business Services

Current RAG Status:

Business Services effectively supports the force in the operational running of the estate and the provision of transcription services, property, management, and logistics. Further reductions in property held in storage are required prior to implementation of the force's new records management system.

Future RAG Status:

The Estates Strategy and potential centralised options for the wider force storage requirements should lead to improvements in service delivery and potential staffing efficiencies.

11b. Communications and Engagement

Current RAG Status:

The department is in a good position and able to meet the current demand.

Future RAG Status:

Demand within the department is expected to remain high, with policing anticipated to continue to operate in a challenging public environment, with trust and confidence low. The department has the capacity and capability to deliver on existing and future demands.

11c. Corporate Development

Current RAG Status:

The department is sufficiently staffed; however, vacancies and challenges in timescales to recruit into the department impact on delivery.

Future RAG Status:

The complexity of demand is increasing as the force develops its approach to strategic and business planning-related activities, the capability and capacity of the department to meet these future requirements remains good. The continued implementation of the Business Intelligence strategy is fundamental to supporting the force strategy and ambition to be data-led.

11d. Estates

Current RAG Status:

The force has recently undertaken a thorough review of its estate provision and a new Estates Strategy is in place which sets out significant investment. A Sustainability Strategy is in place and sets out the ambition to be net zero of carbon by 2030/31.

Future RAG Status:

Estate strategy agreed and plans identified to meet future force requirements. A further uplift of staff to deliver the projects identified within the agreed Estates strategy will be progressed.

11e. Finance

Current RAG Status:

The department performs well, and current demand is being met, despite some gaps in structure. All statutory deadlines are met, and an unqualified and unmodified external audit opinion has been achieved for both the Financial Statements and Value for Money assessment. A balanced Medium Term Financial Strategy (MTFS) has been maintained with annual revenue budgets successfully managed within allocated resources.

Future RAG Status:

It is expected that the Finance department and the process improvements from the Finance Improvement Programme will meet the anticipated future demand, and potentially generate cashable and non-cashable efficiencies, both within the department and across other business areas.

11f. Fleet Management

Current RAG Status:

The demand for fleet and fleet services remains high. An ageing profile of fleet assets impacts on availability, as repairs are lengthier and more frequent, creating an increasing maintenance requirement. The fleet capital

replacement plan addresses the current fleet demand. Resources within the Fleet department will ensure it can achieve agreed levels of in-house servicing, increasing availability of the fleet.

Future RAG Status:

In-house servicing is expected to continue to ensure demand for fleet is met. There are good sustainability plans in place to address future requirements and costs associated with ultra-low emission vehicles and these are contained in the Medium-Term Financial Strategy (MTFS).

11g. Force Transformation

Current RAG Status:

The Force Transformation Team has appropriate structure and expertise to support the delivery of the force's change programme and the achievement of its strategic priorities through the delivery of digital and operational change.

Future RAG Status:

The future delivery of the replacement records management system is a key enabler to the continued efficient and effective delivery of policing services.

Further upskilling of the Force Transformation Team in continuous improvement methodologies will enable it to support the development of a continuous improvement culture within the force and increase efficiency.

11h. Legal

Current RAG Status:

The capacity and capability within the department is sufficient to cover existing demand; however, demand for representation and legal advice relating to misconduct has increased substantially and anticipated to remain high.

Future RAG Status:

Effective succession planning and plans to increase resources within the department will be sufficient to meet the anticipated increase in misconduct, DVPO (Domestic Violence Protection Orders) advocacy work as well as the emphasis on civil orders.

11i.

People Department

Current RAG Status:

The strategic workforce plan and resourcing strategy outline our approach to recruitment. Improving representation within our workforce is a key element of both our DE&I strategy, Race Action plan, and our Positive Action plan.

Demand requirements associated with officer recruitment, training and development have been met and continue across all pathways. Improving investigative capability remains a priority. There is clear governance around increasing the force's performance with the number of resources to undertake investigations and therefore the training required well known and mapped out.

Our capacity to deliver operational training has been reviewed and additional resources have been invested. Estate to deliver operational training is challenging with limited estate owned by the force. An interim solution has been sought. An Estates Strategy has recently been agreed which prioritises the development of a dedicated venue for these training areas.

Future RAG Status:

The creation of one department from two business areas will achieve greater integration, ensuring efficient and effective service delivery against the people strategy. Succession planning and ensuring the early identification of key critical roles is an area of focus.

The force is introducing additional modules within the training platform and P&DR (Performance and Development Review) system to support career conversations and the identification of talent as well as any training and developmental needs.

Opportunities to improve clinical governance, delivery of trauma, mental health, and wellbeing services are being explored.

11j.

Procurement and Supplies

Current RAG Status:

Current demands upon the procurement function continue to be high, whilst costs and product availability remain significant factors. The Procurement team has been restructured to adopt a Category Management approach to the force's procurement and supplies, ensuring sufficient capacity to manage future demands.

Future RAG Status:

The restructure of the Procurement team is expected to meet future demand. Blue Light Commercial will be explored to understand how the force can benefit from their services and ensure best value.

11k.

Professional Standards

Current RAG Status:

There has been a significant rise in complaints. The sustained drive to encourage the reporting of misconduct and proactive monitoring, has seen a constant increase in conduct cases. The volume of complex investigations has risen in-line with case numbers, with a case load reflecting efforts to identify and respond to police-perpetrated domestic abuse and serious misconduct. Timeliness of vetting remains challenging; however, efficiencies have been identified and implemented.

Future RAG Status:

Vetting timeliness is expected to improve with reduced levels of demand from officer uplift/overshoot and large-scale police staff recruitment, together with technological improvements to vetting.

The introduction of a dedicated prevention post to ensure learning and prevention work is embedded, increased data to allow for a greater understanding of the misconduct picture and emphasis at executive level on standards, leadership and the Code of Ethics is expected to impact demand in the future. Conduct demand, including increased IOPC directed investigations and the impact of the new misconduct regulations are expected to stretch PSD and Executive capacity further.

Collaboration

The force has a good understanding of existing collaborative working arrangements and partnerships, ensuring that business benefits are realised and some excellent examples of partnership working. The force is committed to developing collaborations and strategic partnerships where there is an operational and/or organisational benefit.

Current RAG Status:

The force has a long-term partnership focus on service delivery. The force's strategic partnership work has been strengthened by the Prevention Hub. Partnership working transcends several operational and support areas of business, involving a variety of partners.

Future RAG Status:

The limited collaborations we have in place are working well; however, there is a greater appetite to collaborate in the future.

The force will continue exploring opportunities to collaborate in forensics and Digital Policing with our regional forces and to work with PDS to ensure we take advantage of Home Office investment in technology.

The Northeast Devolution deal is a significant opportunity for the force to be part of public service reform that will improve services, building new models of prevention which will see the force working alongside partners to embed neighbourhood policing alongside other place-based services, including better use of data to problem solve and prevent crime.

