

JOINT INDEPENDENT AUDIT COMMITTEE

WEDNESDAY 26 NOVEMBER 2025, 11:30 – 13:30

OFFICE OF THE POLICE AND CRIME COMMISSIONER, VICTORY HOUSE

AGENDA

OPEN SESSION

- 1. INTRODUCTION**
- 2. DECLARATION OF INTEREST**
- 3. MINUTES OF THE OPEN SESSION OF THE JOINT INDEPENDENT AUDIT COMMITTEE 22 SEPTEMBER 2025**
(Attached)
- 4. MATTERS ARISING**
(Attached)
- 5. MID-YEAR TREASURY MANAGEMENT REPORT**
Joint Chief Finance Officer
(Paper attached)
- 6. JOINT STRATEGIC RISK REGISTER**
Head of Corporate Development
(Paper attached)
- 7. EMERGENT INTERNAL AUDIT PLAN 2026/27 – 2028/29**
Internal Audit
(Paper attached)
- 8. DATE TIME AND VENUE OF NEXT MEETING**
Monday, 23 February 2026, 14:00pm, Victory House
- 9. EXCLUSION OF THE PRESS AND PUBLIC – EXEMPT BUSINESS**

The Committee is asked to pass a resolution to exclude the press and public from the meeting during consideration of the following items on the grounds indicated.

Agenda item number	Paragraph of Schedule 12A to the Local Government Act 1972
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NORTHUMBRIA POLICE MINUTES

Title Joint Independent Audit Committee (JIAC)	Meeting number 03/25
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Date 22 September 2025	Location Victory House (Training room); Balliol Business Park	Duration 14:05 – 15:10
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Present:

Committee Members:	C Young C Winfield P Wood M Calam A Wigmore	<i>Chair</i>
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Officers:

R Durham	Office of Police and Crime Commissioner (OPCC) Chief of Staff and Monitoring Officer
J Meir	Deputy Chief Council (DCC)
G Thompson	Joint Chief Finance Officer (CFO)

Invitees:

T Reade	Corporate Governance Manager
R Bowmaker	Internal Audit, Gateshead Council
M Graham	Governance and Planning Adviser (<i>Secretary</i>)

Apologies:

E Cocker	Committee Member
P Godden	Head of Corporate Development
J Lawson	Assistant Chief Officer Corporate Services
C Mellons	External Audit, Ernst and Young

OPEN SESSION**1. INTRODUCTION**

Chair opened the meeting.

2. DECLARATION OF INTEREST

No declarations of interest made.

3. MINUTES OF THE OPEN SESSION OF THE JOINT INDEPENDENT AUDIT COMMITTEE 25 JUNE 2025

Agreed as a true and accurate record.

4. MATTERS ARISING

JIAC012: *To collaborate with Joint CFO to investigate IT security related risks and provide assurance.*

Joint CFO provided assurance that the Force is satisfied with current IT security measures, noting that when collaborating with third party organisations the Force has policies in place which require any exchange of data to only be conducted if entirely necessary and if the third party has evidenced a minimum level of IT security measures.

Action List updated.

DCC shared a brief overview on IT security regarding the National Management Centre's (NMC) role in monitoring against threats to the Police National Network. The NMC is funded by all national police forces. Any incidents identified are monitored with heavy scrutiny from the Home Office and National Cyber Security Centre until resolved.

5. CIPFA FM REVIEW

Joint CFO delivered an overview of the CIPFA report, and summary of recommendations. It was noted that there were instances in which some safeguarding measures were not detected in the framework of the CIPFA audit process.

The Force is prioritising those recommendations which will integrate well with existing processes and will consider those which would take longer to implement at a later date. Some recommendations may also be taken onboard in part, for example, consideration is being given to lifting elements from the Business Partnering Model noted in one recommendation; a full partnering model is not considered to be the right approach for the Force.

Training to improve financial acumen is being planned for members of the Senior Leadership Team and key stakeholders.

ACTION: *Joint CFO to provide an update on the CIPFA Financial Management (FM) Review alongside the Annual Assurance Review.*

Update noted.

6. JOINT STRATEGIC RISK REGISTER

Corporate Governance Manager noted this update pre-dates the commencement of the annual review of risk and advised that following advice from the Joint Governance Group the outcome of the review will be reported to the Committee in February 2026 to align with the OPCC reporting structure.

Key changes to the Force Strategic Risk Register were outlined including to the thematic risk areas for Workforce and Infrastructure and Assets following the UK Supreme Court Judgement that the terms 'man,' 'woman' and 'sex' in the Equality Act 2010 refers to biological sex, which has been added as a current factor in the assessment of risk pending further guidance. An assessment of the community impact has been undertaken by the Engagement Lead and controls are managed locally by Area Commanders.

The thematic risk area for Finance has been updated to reflect delays in receiving further information around specific grants, funding settlements and the Comprehensive Spending Review (CSR) until the settlement publication in November / December 2025.

Current factors for the thematic risk area for Regulations and Standards have been updated to reflect the Force's ability to demonstrate compliance with relevant International Organisation for Standardisation (ISO) standards to maintain accredited status. The potential consequences of failing to comply could result in the suspension or withdrawal of accreditation impacting on service delivery.

OPCC Chief of Staff and Monitoring Officer delivered an overview of the OPCC's Risk Register and advised considerations were being given to reflecting further on public confidence to give consideration to current social factors.

Chair requested an update on the progress of the riot compensation scheme. It was noted that the force is not being reimbursed for the payment of these claims, though is continuing to explore options and appeal against this decision from the Home Secretary. The Force has received reimbursement for 100% of the costs for extraordinary policing needs associated with the unrest in summer 2024, despite the usual level of reimbursement being 85%. It was also noted that the Riot Act which dictates the terms of repayment of these claims is not recent legislation and could be considered to not reflect the current climate and the concept of unrest being heavily influenced by national and international discourse rather than being wholly local in origin.

P Wood queried the impact of the pay rise awarded to officers and how this affects the Force's annual budget. Joint CFO advised the budget for the current year included a pay award of 2.5%, however, funds were held in reserve to account for higher awards to ensure there is no negative impact on the budget mid-year. Police officers have been awarded a 4.3% pay rise and the police staff award has yet to be announced. Consideration is being given to the ongoing impact on budgeting in future years.

In response to P Wood's a query regarding scrutiny arrangements of the Force, OPCC Chief of Staff and Monitoring Officer advised the OPCC has changed their methods for scrutinising the Force and now asks a series of questions on an area to cover the key aspects. It was noted that the Force retains operational independence, as such the OPCC does not make direct recommendations. Areas for discussion are raised which the Force reflects on and reports back to the OPCC.

A query was raised on the strategic risk area of partnership and collaboration. Joint CFO advised the Force's most significant collaboration is with the North East Regional & Organised Crime Unit (NEROCU) which is a collaboration with Durham and Cleveland police forces. All force collaborations are frequently reviewed, including some which occur only on an ad-hoc basis.

DCC noted further collaborations could benefit the Force; however, working collaboratively with multiple local authorities was noted as a challenging area as bespoke arrangements can be required with each in pursuit of a single goal. OPCC Chief of Staff and Monitoring Officer advised the OPCC is working with all six local authorities to improve anti-social behaviour reporting.

Chair raised a suggestion on behalf of the Committee regarding risk, queried if the possibility of holding separate monthly meetings with risk owners could be considered as this could provide additional insight into each risk area and improve members' understanding of risk overall.

DCC acknowledged such discussions might be helpful, but concerns were raised that this may fall outside of the scope of the Committee. It was suggested that instead, a

more in-depth discussion of selected risk areas could be incorporated into the existing JIAC meetings.

ACTION: *Head of Corporate Development to consider future reporting format for the Joint Strategic Risk Register to inform JIAC members' understanding of the risk management framework and associated control environment.*

Update noted

7. DATE TIME AND VENUE OF NEXT MEETING

Wednesday, 26 November 2025, 11:30am, Office of the Police and Crime Commissioner for Northumbria; Victory House (Training room); Balliol Business Park; Benton Lane; Newcastle; NE12 8EW

8. EXCLUSION OF THE PRESS AND PUBLIC – EXEMPT BUSINESS

The Committee passed a resolution to exclude the press and public from the meeting during consideration of the following items on the grounds indicated.

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14	7

AGENDA ITEM 04.

Reference	Meeting	Agenda Item/Title/Context	Open/Closed Session	Action	Detail	Assigned to	Update
JJAC010	JJAC 02/25	<p>09. Joint Independent Audit Committee Annual Report</p> <p>Chair provided an overview of the annual report, confirming the appointment of two new members, Mary Calam and Andrew Wigmore and reaffirmed the Committee's approval of the revised Terms of Reference. P Wood queried what measures hold the Committee and members to account and if these are deemed sufficient. It was noted that the quarterly JJAC meetings attended by either the Chief Constable and Police and Crime Commissioner or their representatives provide oversight, Committee members hold each other to account, and oversight is also provided by the external auditor. Corporate Governance Manager noted that as no concerns have been raised regarding any current Committee members there has been no need for additional scrutiny or for discussions on holding members to account. It was suggested that further clarity on this could be provided in future reports from the Committee, with assistance from the OPCC Chief of Staff and Monitoring Officer. It was also suggested that Committee members could be provided with peer-to-peer talks with members of JJACs from other police forces.</p>	OPEN	ACTION	To explore options regarding peer-to-peer discussions with JJAC members from other police forces.	OPCC Chief of Staff and Monitoring Officer	<p>22/09/25 - Durham and Cleveland OPCC officers are receptive to collaboration, further discussion to be held in October.</p> <p>Chief of Staff has met with the Chair and Vice Chair and will contact Durham and Cleveland OPCC officers to explore options regarding peer-to-peer discussions for the Chair and Vice Chair with their JJAC Chairs to consider sharing best practice.</p>
JJAC011	JJAC 02/25	<p>10. Joint Strategic Risk Register</p> <p>M Calam noted the presentation of risk provided to the Committee is evident of a strong focus on risk across a wide range of areas, but it is difficult to gauge the force's largest areas of concern, how that area/areas are managed, their current status and goals to improve those primary concerns in future. Suggested Strategic Risk Area – Workforce as an example of a risk with a wide scope, covering recruitment and retention and noted that one of those areas could be resolved faster than the other but it is unclear what impact that would have on the overall risk. Head of Corporate Development advised conversations regarding those concerns do take place regularly throughout the governance structure. ACO Corporate Services advised the presentation of information to JJAC is given a great deal of consideration and that some risks are inevitable and can only be mitigated and managed, though the degree to which they are mitigated must be considered from a cost to benefit perspective.</p>	OPEN	ACTION	To consider the presentation of the Joint Strategic Risk Register item and how best to communicate the force's primary areas of concern and the status of those risks.	Head of Corporate Development	22/09/25 - The annual review of risk is ongoing, updates to the presentation of the Risk Register item will be incorporated in the February 2026 meeting.
JJAC015	JJAC 03/25	<p>05. CIPFA FM Review</p> <p>Joint CFO delivered an overview of the CIPFA report, and summary of recommendations. It was noted that there were instances in which some safeguarding measures were not detected in the framework of the CIPFA audit process.</p> <p>The Force is prioritising those recommendations which will integrate well with existing processes and will consider those which would take longer to implement at a later date. Some recommendations may also be taken onboard in part, for example, consideration is being given to lifting elements from the Business Partnering Model noted in one recommendation; a full partnering model is not considered to be the right approach for the Force.</p> <p>Training to improve financial acumen is being planned for members of the Senior Leadership Team and key stakeholders.</p>	OPEN	ACTION	To provide an update on the CIPFA Financial Management (FM) Review alongside the Annual Assurance Review	Joint Chief Finance Officer	

JIAC016	JIAC03/25	<p>06. Joint Strategic Risk Register</p> <p>Chair raised a suggestion on behalf of the Committee regarding risk, queried if the possibility of holding separate monthly meetings with risk owners could be considered as this could provide additional insight into each risk area and improve members' understanding of risk overall.</p> <p>DCC acknowledged such discussions might be helpful, but concerns were raised that this may fall outside of the scope of the Committee. It was suggested that instead, a more in-depth discussion of selected risk areas could be incorporated into the existing JIAC meetings.</p>	OPEN	ACTION	To consider future reporting format for the Joint Strategic Risk Register to inform JIAC members' understanding of the risk management framework and associated control environment.	Head of Corporate Development	
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JOINT INDEPENDENT AUDIT COMMITTEE	26 NOVEMBER 2025
TREASURY MANAGEMENT MID-YEAR REPORT 2025/26	
REPORT OF THE JOINT CHIEF FINANCE OFFICER	

1. Purpose of the Report

- 1.1 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that those charged with governance and scrutiny receive regular updates on Treasury Management activities. This report presents the mid-year performance, up to and including 30 September 2025, for scrutiny.

2. Recommendation

- 2.1 The Committee is asked to review the Treasury Management Mid-Year Report and approve for presentation to the Police and Crime Commissioner (PCC).

3. Background

- 3.1 The mid-year performance of the Treasury Management service is reported in-line with CIPFA's Code of Practice for Treasury Management and the Treasury Policy Statement and Strategy.

4. Summary

- 4.1 The Treasury Management mid-year report is attached at Appendix A. The key highlights are as follows:
- Borrowing interest is forecast at £3.600m for the year which is £0.300m under budget. The reduced forecast for interest on borrowing reflects a reduced borrowing requirement for 2025/26 aligned with the rephasing of capital programme expenditure to 2026/27.
 - Investment interest is forecast at £1.350m, an increase of £0.100m against the budget set for the year. The interest achieved on revenue balances, and forecasted for the rest of the year, is above budget due to higher interest rates achieved despite a reduction of and future forecast reductions in Bank Rate by the Bank of England. Cash balances available for investment are higher than budgeted as a result of underspends on the revenue and capital budgets in 2024/25.
 - There were no breaches of prudential indicators.
 - There were no breaches of counterparty limits.

5. Considerations**5.1**

Freedom of Information	<i>Non-exempt</i>
Consultation	Yes
MUFG (Treasury Management Advisers)	
Resource	No
There are no additional financial considerations arising from this report.	
Equality	No
There are no equality implications arising from the content of this report.	
Legal	No
There are no legal considerations arising from the content of this report.	
Risk	No
There are no additional risk management implications directly arising from this report.	
Communication	Yes
To be reported to the PCC in-line with The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (the Code).	
Evaluation	No

Treasury Management Performance to 30 September 2025**I Purpose of the Report**

- 1.1 The purpose of this report is to summarise Treasury Management performance for the six months to 30 September 2025.

2 Background

- 2.1 The mid-year performance of the Treasury Management service is reported in-line with CIPFA's Code of Practice for Treasury Management and the Treasury Policy Statement and Strategy 2025/26 to 2028/29.
- 2.2 The PCC operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the Treasury Management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing security of funds and adequate liquidity initially before considering optimising investment return.
- 2.3 The second main function of the Treasury Management service is the funding of the PCC's capital plans. These capital plans provide a guide to the borrowing requirements of the PCC, essentially the longer term cash flow planning to ensure the PCC can meet its capital spending operations.
- 2.4 Accordingly, Treasury Management is defined as:

"The management of the PCC's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

3 Borrowing

- 3.1 Total borrowing at 30 September 2025 was £76.969m, which was within the operational borrowing limit of £155.000m. This borrowing is made up of £71.969m Public Works Loans Board (PWLB) long-term loans and a £5.000m long-term market loan. Loan details are shown in Appendix I.
- 3.2 During the first half of the financial year the Commissioner entered into £15.000m short-term borrowing, which was fully repaid when the Pension top-up grant of £71.013m was received from the Home Office in July. There was also no temporary borrowing carried over from 2024/25.
- 3.3 During the first half of the financial year the Commissioner entered into £5.000m long-term PWLB borrowing in support of the 2025/26 capital programme. It is anticipated that further PWLB borrowing will be required later in the financial year, subject to progress on the capital programme.
- 3.4 As at 30 September 2025 the Treasury Management budget for interest on borrowing is forecast to underspend by £0.300m.

Borrowing Interest 2025/26	Budget £000	Forecast £000	Variance £000
PWLB	3,227	3,032	(195)
Market Loans (Long-term)	176	176	-
Market Loans (Short-term)	497	392	(105)
Total	3,900	3,600	(300)

- 3.5 PWLB loan interest is forecast below budget as a result of a reduction in the capital expenditure forecast for 2025/26. Short-term temporary borrowing costs have reduced to reflect a lower cash-flow requirement due to the reduced estimate for capital spending and increased reserve balances for the year. The forecast includes a contingency of £0.150m to cover any additional cash flow requirements arising between now and the year-end.

4 Investment Performance

- 4.1 The latest projection of investment income for 2025/26 is £1.350m. This represents increased income of £0.100m when compared to the budget of £1.250m. This increase is partly attributed to higher interest rates achieved during the year against budget estimates. Underspends against revenue and capital budgets in 2024/25 and increased reserve balances for 2025/26 have also increased average investment balances.
- 4.2 The budget for investment interest was based mainly on a prudent level of expected returns from short-term Money Market Fund (MMF) investments, with rates aligned with the MUFG forecast for Bank Rate over the 2025/26 financial year. The average budgeted rate for the year was 4.1000%, starting the year at 4.5000% and falling to 3.7500% by 31 March 2026.
- 4.3 The average rate of return is monitored for each investment type that the Commissioner enters into, and these are used to calculate an average rate of return for the year to date. The average rate of return achieved as at 30 September 2025 is 4.2093% which is 0.1093% higher than the budgeted rate of 4.1000%.
- 4.4 As a means of benchmarking, the average rate of return for the month and year to date is compared to the equivalent SONIA (Sterling Overnight Index Average), as administered by the Bank of England. There are a number of SONIA rates published by the bank of England and the Commissioner's treasury advisors MUFG have advised that a suitable benchmark to use against our treasury investments would be a monthly average of the backward compounded 30-day SONIA rate. This aligns the benchmark with our general investment approach where funds are predominantly placed with short-dated investments such as money market funds and fixed deposits with a range of short-dated maturities. The monthly return for the PCC in September 2025 is 4.1190% and this exceeds the 30-day backward SONIA rate of 3.97990%. The Commissioner's average rate of return of 4.2093% is also in excess of the 30-day backward SONIA rate of 4.1693%.
- 4.5 MUFG produces a quarterly Investment Benchmarking report that assesses both the rate of return and the risk of the counterparty to calculate a weighted average rate of return, which is used for comparison across other similar Authorities. In the most recent published report that covers the position as at 30 June 2025, the Commissioner achieved a weighted average rate of return of 4.29% on investments. This was inline with the risk adjusted expectations as defined in the benchmarking report of between 4.19% and 4.38%.

- 4.6 The most recent MUFG forecast for Bank Rate covers the period up to March 2028 and the view that the current rate of 4.00% will fall to 3.75% this financial year before falling further to 3.25% by Sept 2027 and then remaining at 3.25% to March 2028.

Bank Rate %	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
	4.00	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25

- 4.8 Details of MUFG latest full interest rate forecast can be seen in Appendix 2 and at the economic update in Appendix 4.

5 Summary of Mid-year Performance

- 5.1 The projected net impact of investment and borrowing activity to the Commissioner in 2025/26 is an under spend of £0.400m against the budget.

Budget Performance 2025/26	Budget £000	Forecast £000	Variance £000
Borrowing Interest	3,900	3,600	(300)
Investment Interest	(1,250)	(1,350)	(100)
Total	2,650	1,250	(400)

- 5.2 The underspend in borrowing costs of £0.300m reflects a lower borrowing requirement for the year due to increased reserve balances for 2025/26 and reduced spending against the capital programme. Actual temporary borrowing costs in 2025/26 are expected to be minimal, however, the forecast includes a contingency to cover any additional cash flow requirements arising between now and the year-end.
- 5.3 Investment interest is forecast at £1.350m, an increase of £0.100m against the budget set for the year. The interest achieved on revenue balances, and forecasted for the rest of the year, is above budget due to higher interest rates achieved, despite a reduction of and future forecast reductions in Bank Rate by the Bank of England. Cash balances available for investment are higher than budgeted as a result of underspends on revenue and capital budgets in 2024/25.
- 5.4 Prudential indicators are set annually to ensure that borrowing is prudent, sustainable and affordable. Performance is monitored against these indicators throughout the year and reported in the quarterly capital monitoring reports. The review of performance against prudential indicators at 30 September 2025 confirms that all indicators were operating within agreed limits with no breaches of prudential indicators throughout the year to date. For completeness a copy of the prudential indicators is attached as Appendix 3.

Total Borrowing as at 30 September 2025**PWLB Loans**

PWLB Ref.	Principal £	Start Date	Maturity Date	Rate %	Years to Maturity
479387	3,663,710.14	21/05/1997	21/05/2057	7.125	31.66
479687	3,663,710.14	17/07/1997	05/07/2057	7.000	31.78
479976	454,300.06	06/10/1997	05/09/2057	6.625	31.95
479977	696,104.92	06/10/1997	05/09/2057	6.625	31.95
480186	659,467.82	22/10/1997	05/09/2057	6.500	31.95
480880	1,831,855.07	23/04/1998	23/04/2058	5.625	32.58
497288	5,000,000.00	25/05/2010	23/04/2060	4.290	34.59
503622	5,000,000.00	09/01/2015	09/01/2050	3.160	24.29
503623	5,000,000.00	09/01/2015	09/01/2030	2.790	4.28
505904	5,000,000.00	22/03/2017	22/03/2067	2.460	41.50
505920	5,000,000.00	27/03/2017	27/03/2066	2.370	40.52
506307	5,000,000.00	31/08/2017	31/08/2065	2.300	39.95
507097	5,000,000.00	22/03/2018	22/09/2064	2.330	39.01
507986	2,000,000.00	02/11/2018	02/05/2028	2.180	2.59
507987	2,000,000.00	02/11/2018	02/11/2068	2.550	43.12
508203	3,500,000.00	12/12/2018	12/06/2028	1.980	2.70
508204	3,500,000.00	12/12/2018	12/06/2063	2.430	37.72
508961	5,000,000.00	26/03/2019	26/03/2029	1.860	3.49
117885	5,000,000.00	01/10/2019	01/10/2027	1.170	2.00
816724	5,000,000.00	14/04/2025	05/07/2027	4.510	1.76
Total	71,969,148.15				

Market Loans

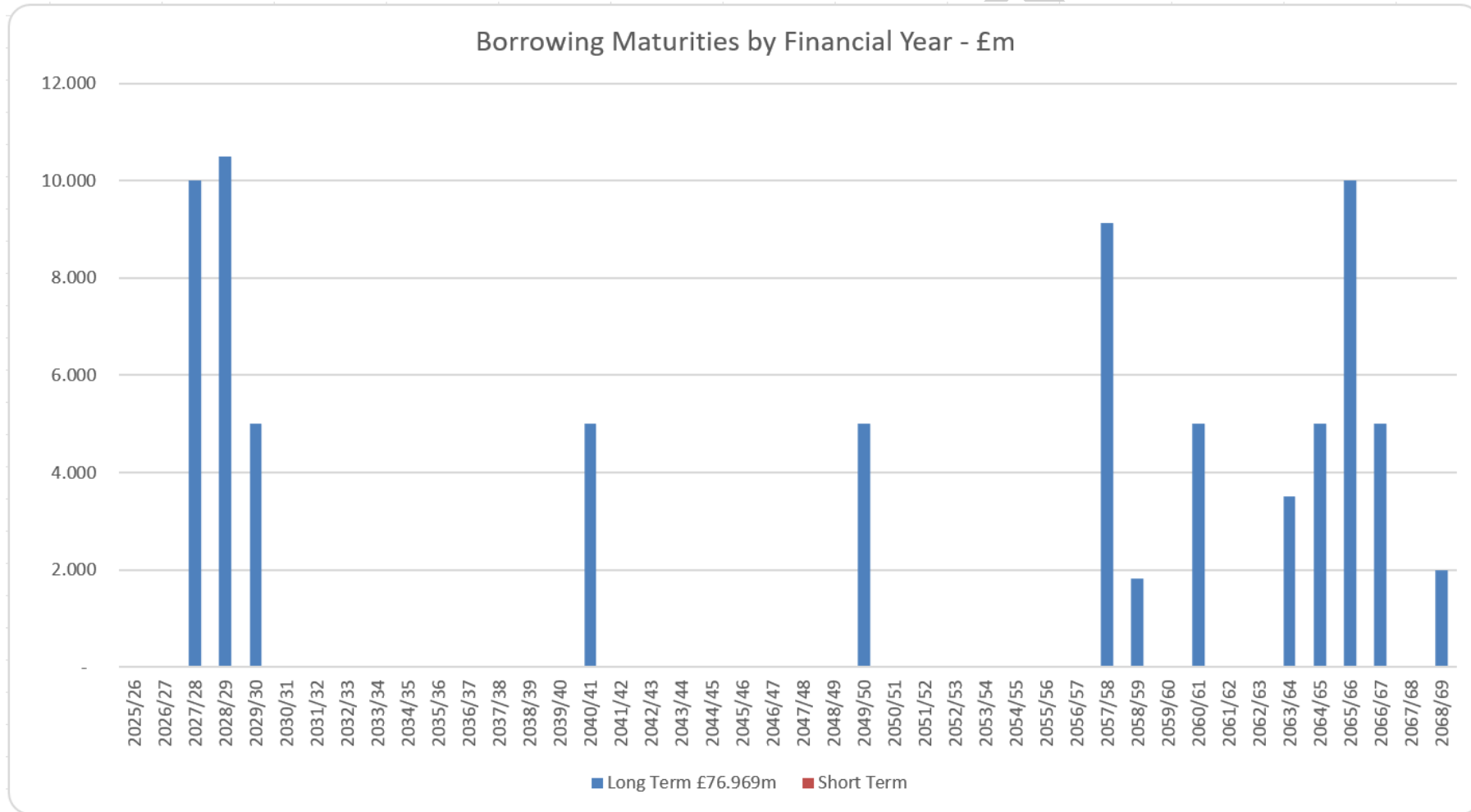
Lender	Principal £	Start Date	Maturity Date	Rate %	Years to Maturity
Barclays	5,000,000.00	01/06/2010	01/06/2040	3.52	14.68
Total	5,000,000.00				

Total Borrowing

Lender	Principal £
PWLB	71,969,148.15
Market Loans	5,000,000.00
Total	76,969,148.15

Maturity Structure of Borrowing

The following chart shows how the Police and Crime Commissioner is managing exposure to interest rate risk by spreading the maturity of borrowing over future years.



MUFG Capital Markets Interest Rate Forecast

The PCC's treasury advisor, MUFG Capital Markets, provided the following forecasts on 11 August 2025 following the reduction of the Bank Rate to 4.00% on the 7 August 2025. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps). The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps).

MUFG Corporate Markets Interest Rate View 11.08.25													
	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
BANK RATE	4.00	4.00	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.30	3.40	3.40	3.40
12 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.40	3.50	3.60	3.60
5 yr PWLB	4.80	4.70	4.50	4.40	4.30	4.30	4.30	4.20	4.20	4.20	4.20	4.10	4.10
10 yr PWLB	5.30	5.20	5.00	4.90	4.80	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60
25 yr PWLB	6.10	5.90	5.70	5.70	5.50	5.50	5.50	5.40	5.40	5.30	5.30	5.30	5.20
50 yr PWLB	5.80	5.60	5.40	5.40	5.30	5.30	5.30	5.20	5.20	5.10	5.10	5.00	5.00

MUFG Group overview of the future path of Bank Rate:

- There were four Monetary Policy Committee (MPC) meetings in the first half of the financial year. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for "signs of weak demand", "supply-side constraints" and higher "inflation expectations", mainly from rising food prices. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates would be reduced further.
- In August, a further rate cut was implemented. However, a 5-4 split vote for a rate cut to 4% laid bare the different views within the Monetary Policy Committee, with the accompanying commentary noting the decision was "finely balanced" and reiterating that future rate cuts would be undertaken "gradually and carefully". Ultimately, Governor Bailey was the casting vote for a rate cut but with the CPI measure of inflation expected to reach at least 4% later this year, the MPC will be wary of making any further rate cuts until inflation begins its slow downwards trajectory back towards 2%.
- The Bank of England does not anticipate CPI getting to 2% until early 2027, and with wages still rising by just below 5%, it was no surprise that the September meeting saw the MPC vote 7-2 for keeping rates at 4% (Dhingra and Taylor voted for a further 25bps reduction).
- The Bank also took the opportunity to announce that they would only shrink its balance sheet by £70bn over the next 12 months, rather than £100bn. The repetition of the phrase that "a gradual and careful" approach to rate cuts is appropriate suggests the Bank still thinks interest rates will fall further but possibly not until February, which aligns with both our own view and that of the prevailing market sentiment.

PWLB Rates

- Gilt yields and PWLB certainty rates have remained relatively volatile throughout the six months under review, but the general trend has been for medium and longer dated parts of the curve to shift higher whilst the 5-year part of the curve finished September close to where it began in April.
- Concerns around the stickiness of inflation, elevated wages, households' inflation expectations reaching a six-year high, and the difficult funding choices facing the Chancellor in the upcoming Budget on 26 November dominated market thinking, although international factors emanating from the Trump administration's fiscal, tariff and geo-political policies also played a role.
- At the beginning of April, the 1-year certainty rate was the cheapest part of the curve at 4.82% whilst the 25-year rate was relatively expensive at 5.92%. Early September saw the high point for medium and longer-dated rates, although there was a small reduction in rates, comparatively speaking, by the end of the month.
- The spread in the 5-year part of the curve (the difference between the lowest and highest rates for the duration) was the smallest at 37 basis points whilst, conversely, the 50-years' part of the curve saw a spread of 68 basis points.
- At this juncture, MUFG still forecasts rates to fall back over the next two to three years as inflation dampens, although there is upside risk to all forecasts at present. The CPI measure of inflation is expected to fall below 2% in early 2027 but hit a peak of 4% or higher later in 2025.
- The Bank of England announced in September that it would be favouring the short and medium part of the curve for the foreseeable future when issuing gilts, but market reaction to the November Budget is likely to be the decisive factor in future gilt market attractiveness to investors and their willingness to buy UK sovereign debt.

Prudential Indicators

Authorised Limit for External Debt			
	2025/26 Reported Indicator £000	2025/26 Position at 30 Sep £000	2025/26 Max YTD £000
Borrowing	175,000	76,969	86,969
Other Long Term Liabilities	0	0	0
Total	175,000	76,969	86,969
No breach of the Authorised Limit			

Operational Boundary for External Debt			
	2025/26 Reported Indicator £000	2025/26 Position at 30 Sep £000	2025/26 Max YTD £000
Borrowing	155,000	76,969	86,969
Other Long Term Liabilities	0	0	0
Total	155,000	76,969	86,969
No breach of the Operational Boundary			

Upper / Lower Limits for Maturity Structure of Fixed Rate Borrowing				
Maturity	2025/26 Reported Indicator		2025/26 Position at 30 Sep 2025	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
< 1 year	80%	0%	0.00%	11.50%
1 - 2 years	60%	0%	6.50%	6.50%
2 - 5 years	40%	0%	26.63%	31.11%
5 - 10 years	40%	0%	0.00%	0.00%
> 10 years	80%	0%	66.87%	66.87%
All borrowing is within the limits set for the year				

Upper Limit on principal amounts invested beyond 365 days			
	2025/26 Reported Indicator £000	2025/26 Position at 30 Sep £000	2025/26 Maximum YTD £000
Investments	15,000	0	0

Gross Debt and CFR		
	2025/26 £000 Reported Indicator	2025/26 £000 Forecast Position
Forecast Borrowing as at 31 March	128,969	104,969
Capital Financing Requirement at 31 March	154,079	132,249
Amount of borrowing (over) / under CFR	25,110	27,280

The year-end borrowing position is forecast at £104.969m which is lower than the CFR by £27.280m. The CFR (as at 31 March 2026) is forecast at £132.249m which is a reduction of £21.830m against the original estimate of £154.079m. This position reflects the 2025/26 Q2 Capital Monitoring position as at 30 September 2025.

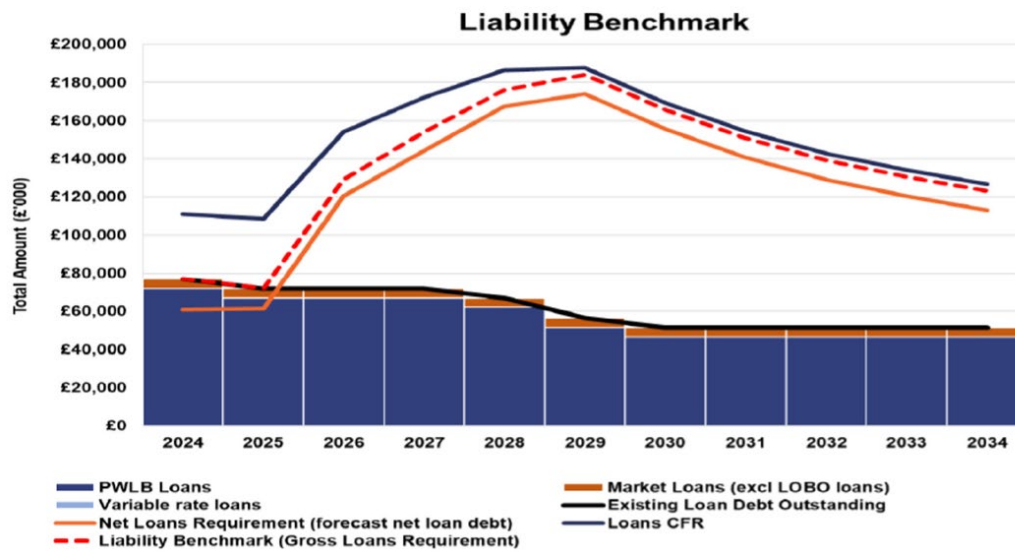
The £27.280m under borrowing against CFR reflects the availability of reserves, the strategy to maximise internal borrowing to avoid the current higher borrowing interest rates, reduced capital spend, and the impact of the working capital position as at the year-end. This position satisfies the Code of Practice requirements.

Liability Benchmark

In addition to the prudential indicators set out above a new debt treasury indicator, the Liability Benchmark has been adopted to support the financing risk management of the capital financing requirement (CFR).

The liability benchmark is presented as a chart which sets out the following:

- **Existing Loan Debt Outstanding** – this is the profile of the Commissioners existing loans which takes into account the scheduled loan repayments due within the period.
- **The Loans CFR (Capital Financing Requirement)** – this is the total requirement that the Commissioner has for prudential borrowing to support capital expenditure. This includes the CFR as at the last year-end plus approved future borrowing for planned capital expenditure within the existing MTFS capital programme and less those amounts due to be set aside under the MRP (Minimum Revenue Provision) policy adopted by the Commissioner.
- **Net Loans Requirement** – this is a forecast of the Commissioner's net loan debt, i.e. net of investments for treasury management purposes.
- **Gross Loans Requirement** – this is the Liability Benchmark and represents a forecast of the level of gross loans debt the Commissioner will require in accordance with budget plans.



The chart shows that the Commissioner's existing loan debt comprises mainly PWLB debt plus a smaller element attributable to market loans. The Commissioner has no variable rate loans.

The Liability Benchmark chart demonstrates a requirement for new borrowing to be taken over the period from the 2025/26 financial year. Whilst the approach to borrowing remains to maximise the use of internal borrowing, the chart demonstrates that the extent to which internal borrowing can be used as a temporary financing tool will reduce over the medium to longer term as reserve balances reduce in-line with budget plans under the Commissioner's Medium Term Financial Strategy (MTFS).

Economic Update from MUFG

- The first half of 2025/26 saw:
 - A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth.
 - The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.8% in July.
 - CPI inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.6%.
 - The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August.
 - The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70%.
- From a GDP perspective, the financial year got off to a bumpy start with the 0.3% m/m fall in real GDP in April as front-running of US tariffs in Q1 (when GDP grew 0.7% on the quarter) weighed on activity. Despite the underlying reasons for the drop, it was still the first fall since October 2024 and the largest fall since October 2023. However, the economy surprised to the upside in May and June so that quarterly growth ended up 0.3% q/q. Nonetheless, the 0.0% m/m change in real GDP in July will have caused some concern, with the hikes in taxes for businesses that took place in April this year undoubtedly playing a part in restraining growth. The weak overseas environment is also likely to have contributed to the 1.3% m/m fall in manufacturing output in July. That was the second large fall in three months and left the 3m/3m rate at a 20-month low of -1.1%. The 0.1% m/m rise in services output kept its 3m/3m rate at 0.4%, supported by stronger output in the health and arts/entertainment sectors. Looking ahead, ongoing speculation about further tax rises in the Autumn Budget on 26 November will remain a drag on GDP growth for a while yet. GDP growth for 2025 is forecast by Capital Economics to be 1.3%.
- Sticking with future economic sentiment, the composite Purchasing Manager Index for the UK fell from 53.5 in August to 51.0 in September. The decline was mostly driven by a fall in the services PMI, which declined from 54.2 to 51.9. The manufacturing PMI output balance also fell, from 49.3 to 45.4. That was due to both weak overseas demand (the new exports orders balance fell for the fourth month in a row) and the cyber-attack-induced shutdown at Jaguar Land Rover since 1 September reducing car production across the automotive supply chain. The PMIs suggest tepid growth is the best that can be expected when the Q3 GDP numbers are released.
- Turning to retail sales, and the 0.5% m/m rise in volumes in August was the third such rise in a row and was driven by gains in all the major categories except fuel sales, which fell by 2.0% m/m. Sales may have been supported by the warmer-than-usual weather. If sales were just flat in September, then in Q3 sales volumes would be up 0.7% q/q compared to the 0.2% q/q gain in Q2.
- With the November Budget edging nearer, the public finances position looks weak. Public net sector borrowing of £18.0bn in August means that after five months of the financial year, borrowing is already £11.4bn higher than the OBR forecast at the Spring Statement in March. The overshoot in the Chancellor's chosen fiscal mandate of the current budget is even greater with a cumulative deficit of £15.3bn. All this was due to both current receipts in August being lower than the OBR forecast (by £1.8bn) and current expenditure

being higher (by £1.0bn). Over the first five months of the financial year, current receipts have fallen short by a total of £6.1bn (partly due to lower-than-expected self-assessment income tax) and current expenditure has overshot by a total of £3.7bn (partly due to social benefits and departmental spending). Furthermore, what very much matters now is the OBR forecasts and their impact on the current budget in 2029/30, which is when the Chancellor's fiscal mandate bites. As a general guide, Capital Economics forecasts a deficit of about £18bn, meaning the Chancellor will have to raise £28bn, mostly through higher taxes, if she wants to keep her buffer against her rule of £10bn.

- The weakening in the jobs market looked clear in the spring. May's 109,000 m/m fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. More recently, however, the monthly change was revised higher in seven of the previous nine months by a total of 22,000. So instead of falling by 165,000 in total since October, payroll employment is now thought to have declined by a smaller 153,000. Even so, payroll employment has still fallen in nine of the ten months since the Chancellor announced the rises in National Insurance Contributions (NICs) for employers and the minimum wage in the October Budget. The number of job vacancies in the three months to August stood at 728,000. Vacancies have now fallen by approximately 47% since its peak in April 2022. All this suggests the labour market continues to loosen, albeit at a declining pace.
- A looser labour market is driving softer wage pressures. The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% in April to 4.8% in July. The rate for the private sector slipped from 5.5% to 4.7%, putting it on track to be in line with the Bank of England's Q3 forecast (4.6% for September).
- CPI inflation fell slightly from 3.5% in April to 3.4% in May, and services inflation dropped from 5.4% to 4.7%, whilst core inflation also softened from 3.8% to 3.5%. More recently, though, inflation pressures have resurfaced, although the recent upward march in CPI inflation did pause for breath in August, with CPI inflation staying at 3.8%. Core inflation eased once more too, from 3.8% to 3.6%, and services inflation dipped from 5.0% to 4.7%. So, we finish the half year in a similar position to where we started, although with food inflation rising to an 18-month high of 5.1% and households' expectations for inflation standing at a six year high, a further loosening in the labour market and weaker wage growth may be a requisite to UK inflation coming in below 2.0% by 2027.
- An ever-present issue throughout the past six months has been the pressure being exerted on medium and longer dated gilt yields. The yield on the 10-year gilt moved sideways in the second quarter of 2025, rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, and then easing back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended Q2 at 4.50%.
- More recently, the yield on the 10-year gilt rose from 4.46% to 4.60% in early July as rolled-back spending cuts and uncertainty over Chancellor Reeves' future raised fiscal concerns. Although the spike proved short lived, it highlighted the UK's fragile fiscal

position. In an era of high debt, high interest rates and low GDP growth, the markets are now more sensitive to fiscal risks than before the pandemic. During August, long-dated gilts underwent a particularly pronounced sell-off, climbing 22 basis points and reaching a 27-year high of 5.6% by the end of the month. While yields have since eased back, the market sell-off was driven by investor concerns over growing supply-demand imbalances, stemming from unease over the lack of fiscal consolidation and reduced demand from traditional long-dated bond purchasers like pension funds. For 10-year gilts, by late September, sticky inflation, resilient activity data and a hawkish Bank of England have kept yields elevated over 4.70%.

- The FTSE 100 fell sharply following the “Liberation Day” tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1 April to 7,702 on 7 April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 closed Q2 at 8,761, around 2% higher than its value at the end of Q1 and more than 7% above its level at the start of 2025. Since then, the FTSE 100 has enjoyed a further 4% rise in July, its strongest monthly gain since January and outperforming the S&P 500. Strong corporate earnings and progress in trade talks (US-EU, UK-India) lifted share prices and the index hit a record 9,321 in mid-August, driven by hopes of peace in Ukraine and dovish signals from Fed Chair Powell. September proved more volatile and the FTSE 100 closed Q3 at 9,350, 7% higher than at the end of Q1 and 14% higher since the start of 2025. Future performance will likely be impacted by the extent to which investors’ global risk appetite remains intact, Fed rate cuts, resilience in the US economy, and AI optimism. A weaker pound will also boost the index as it inflates overseas earnings.

Joint Independent Audit Committee	26 November 2025
Joint Strategic Risk Register	
Report of: Ruth Durham, Chief of Staff and Monitoring Officer and Jayne Meir, Deputy Chief Constable	
Author: Paul Godden, Head of Corporate Development	

I. PURPOSE

- 1.1 To present the Joint Strategic Risk Register (JSRR).

2. BACKGROUND

- 2.1 Northumbria Police and the Office of the Police and Crime Commissioner (OPCC) share a JSRR. Each strategic risk is assigned a Chief Officer or OPCC owner, who has responsibility for the management of controls and the implementation of new controls where necessary.

Governance of the Joint Strategic Risk Register

- 2.2 The JSRR identifies each risk, provides context to the risk, and identifies current factors affecting thematic areas and captures the consequences if it were to happen. It also provides a summary of existing controls and rates risks on the likelihood of the risk occurring and the impact it would have. All risks are regularly reviewed by the respective owners and updated, where necessary.
- 2.3 Area Commanders, Department Heads, Senior Leadership Teams and the OPCC are responsible for the identification of emerging risks, some of which might not be controlled locally and have the potential to prevent the Force and PCC from achieving objectives.
- 2.4 Risks are escalated in-line with the governance and decision-making structures and recorded on the JSRR. Recommendations and areas for improvement following external inspections are considered to ensure they are adequately reflected in current risks.
- 2.5 The JSRR is reported to the Joint Business Meeting between the PCC and the Chief Constable on a quarterly basis. This presents the Force Strategic Risk Register (FSRR) alongside the OPCC Strategic Risk Register. The Joint PCC/Chief Constable Governance Group and Joint Independent Audit Committee (JIAC) provide additional scrutiny and governance on a quarterly basis.
- 2.6 At JIAC 25 June 2025, the Force took an action to consider the presentation of the JSRR and how best to communicate the Force's primary areas of concern and the status of those risks.
- 2.7 A short meeting was held with a representative member prior to JIAC 22 September 2025 to detail the approach being taken for this year's annual review of risk and how this action could be incorporated.

- 2.8 The approach was supported and a further action taken from JIAC 22 September to also consider the future reporting format for the JSRR to inform JIAC members' understanding of the risk management framework and associated control environment.
- 2.9 The outturn of the annual review of risk and will be reported at JIAC February 2026.
- 2.10 The FSRR captures risk(s) in thirteen thematic areas: Digital Policing; Finance; Governance; Information and Data Management; Information and Data Quality; Infrastructure and Assets; Operational; Partnership and Collaboration; Projects/Programmes; Public Confidence; Regulation and Standards; Strategy; and Workforce.
- 2.11 Appendix A provides an overview of the current Red, Amber, Green (RAG) status of the strategic risks for Northumbria Police, alongside the FSRR. (Thematic risk areas are recorded alphabetically and alphabetised for ease of reference only.)

Key changes to the Force Strategic Risk Register

Strategic Risk – Information and Data Management: Challenges in adhering and complying with consistent and sustainable data management processes and standards to prevent data breaches.

- 2.12 The risk of non-compliance with Records and Product Management (RPM) has been considered and included as a current factor.
- 2.13 The potential consequences of failing to comply with the Codes of Practice for future Investigatory Powers Commissioner's Office and Information Commissioner's Office inspections could result in sanctions placed on the Force by the Commissioners which would impact on all aspects of criminal and non-criminal investigations. There is no change to the overall assessment of risk; Likelihood remains Medium (3); impact High (4).

Strategic Risk - Finance: Reduction in funding and/or funding pressures which require changes to financial planning and/or a change to the resourcing of service delivery.

- 2.14 Current factors have been updated to reflect agreement of the Police Staff pay award, which is in-line with that agreed for police Officers at 4.2% for 2025 and is above the budgeted level of 2.5%.
- 2.15 National funding previously announced of £120m and Force level allocations have now been confirmed by the Home Office. The Northumbria Police allocation is £3.695m. Additional funding will compensate forces in 2025/26 but the full year impact of the higher pay award in future years will be significant and the extent to which additional funding will be made available for 2026/27 onwards is not known.
- 2.16 There is no change to the assessment of risk; Likelihood remains High (4); impact High (4).
- 2.17 There have been no changes to the overall assessment of risk during the last reporting period.

Thematic Risk Area	Likelihood	Impact	RAG
Digital Policing	Medium (3)	High (4)	High (12)
Finance	High (4)	High (4)	High (16)
Governance	Very Low (1)	Low (2)	Low (2)
Information and Data Management	Medium (3)	High (4)	High (12)
Information and Data Quality	Low (2)	High (4)	Medium (8)
Infrastructure and Assets	Low (2)	Medium (3)	Medium (6)
Operational	Medium (3)	High (4)	High (12)
Partnership and Collaboration	Low (2)	High (4)	Medium (8)
Projects/Programmes	Low (2)	High (4)	Medium (8)
Public Confidence	Low (2)	High (4)	Medium (8)
Regulation and Standards	Medium (3)	Medium (3)	Medium (9)
Strategy	Low (2)	High (4)	Medium (8)
Workforce	Medium (3)	High (4)	High (12)

Key changes to the OPCC Strategic Risk Register

- 2.18 Appendix B details the latest OPCC Strategic Risk Register.
- 2.19 There have been no substantial changes which would affect context, current factors or consequences. In terms of public confidence, the PCC is alert to the role of events in the media and on social media in shaping public perceptions and the impact this can have on confidence in policing.
- 2.20 There have been no changes to the assessment of risk during the last reporting period.

Thematic Risk Area	Likelihood	Impact	RAG
Finance	High (4)	High (4)	High (16)
Governance	Very Low (1)	Low (2)	Low (2)
Partnership and Collaboration	Low (2)	High (4)	Medium (8)
Public Confidence	Low (2)	High (4)	Medium (8)

3. CONSIDERATIONS

Government Security Classification	Official
Freedom of Information	Non-Exempt
Consultation	Yes
Resources	No
<i>There are no additional financial considerations arising from this report.</i>	
Code of Ethics	No
<i>There are no ethical implications arising from the content of this report.</i>	
Equality	No
<i>There are no equality implications arising from the content of this report.</i>	
Legal	No
<i>There are no legal considerations arising from the content of this report.</i>	
Risk	No
<i>There are no additional risk management implications directly arising from this report.</i>	

AGENDA ITEM 06.

Communication	No
Evaluation	No

Overview of the RAG status of Strategic Risk – Northumbria Police

IMPACT

LIKELIHOOD	Very High (5)				
	High (4)			B - Finance	
	Medium (3)		K - Regulation & Standards	A - Digital Policing D - Information & Data Management G - Operational M - Workforce	
	Low (2)		F - Infrastructure and Assets	E - Information & Data Quality H - Partnership & Collaboration I - Projects/ Programmes J - Public Confidence L - Strategy	
	Very Low (1)	C - Governance			
	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)

Assessment of Risk

Risks are rated on the basis of the likelihood of the risk materialising and the impact this would have. It is recognised rating risk is not an exact science and should be informed by evidence where possible.

Professional knowledge, judgement and active consideration are applied in assessing the likelihood and impact of a risk materialising; this is more important than the nominal rating itself.

The purpose of the rating of risk is to focus attention to ensure appropriate and proportionate mitigation plans and controls are in place.

L i k e l i h o o d	5. VERY HIGH	5	10	15	20	25
	4. HIGH	4	8	12	16	20
	3. MEDIUM	3	6	9	12	15
	2. LOW	2	4	6	8	10
	1. VERY LOW	1	2	3	4	5
		1. VERY LOW	2. LOW	3. MEDIUM	4. HIGH	5. VERY HIGH
Impact						

The overall outcome of a risk rating assessment will identify the risk as being **very low/low** (Green), **medium** (Amber) or **high/very high** (Red). The residual risk rating is included on the Force Strategic Risk Register as a single overall score (identified by multiplying the impact by the likelihood rating) after controls/mitigations have been put in place.

Key:

Green: Very Low/Low

Amber: Medium

Red: High/Very High

Unlikely to occur or the risk is fully manageable. Likely to lead to no or only tolerable delay in the achievement of priorities. The Force is actively managing the risk as is practicable. The risk may lead to moderate impact on the achievement of priorities.

The Force has only limited ability to influence in the short term; however, is actively managing. The risk may lead to considerable impact on the achievement of priorities.

Risk Appetite Keys:

Position:

Current: the risk level at which the Force is currently operating. This level is tolerated by default, as cessation of activity is not an option. Risks are subject to management to drive activity into tolerance or appetite.

Tolerable: the level of risk with which the Force is willing to operate given current constraints. This balances the funding position with the position outlined in the Force's purpose, vision and strategic objectives. The tolerable position will shrink as the Force optimises the risk position.

Optimal: the level of risk with which the Force aims to operate. This is informed by the Force's purpose, vision and strategic objectives.

Level:

Averse (Low): Avoidance of risk and uncertainty is a key objective.

Minimalist (Medium Low): Preference for ultra-safe options that have a low degree of inherent risk and only have a potential for limited reward.

Cautious (Medium): Preference for safe options that have a low degree of residual risk and may only have limited potential for reward.

Open (Medium High): Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward.

Hungry (High): Eager to be innovative and to choose options based on potential higher rewards (despite greater inherent risk).

A	Strategic Risk Area – Digital Policing		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Inability of the Force to respond effectively to service demand due to loss or failure of mission and business critical technology solutions.		
Owner(s)	Deputy Chief Constable		
Governance & Oversight	Digital Policing Portfolio Governance Board		
Context	<ul style="list-style-type: none"> ▪ Limitations of current digital policing systems and the impact on service delivery. ▪ Loss of critical digital policing services. ▪ Significant information technology (IT) projects and programmes. ▪ Lack of skills and/or capacity to fulfil business as usual and change activities in parallel. ▪ A malicious intent to compromise or access information or data. ▪ Failure of national projects to deliver on time and to specification. ▪ Compromise of security perimeter devices leading to a compromise of the Force core network and a breach of confidentiality and integrity of Force data, and subsequent impact to national systems. 		
Current factors	<ul style="list-style-type: none"> ▪ Legacy technology estate carrying a low level of documentation, coupled with loss of knowledge and introduction of new staff. ▪ Some technologies are no longer covered under a commercial contract for support & maintenance. ▪ Some technologies are no longer supported by the vendor resulting in a lack of security patching and feature upgrades. ▪ Lack of standardisation across the technology estate. ▪ Unclear business ownership aligned to technologies to effect business representation against contract renewals and license allocation. ▪ Disparate applications with unclear alignment to Force capabilities. ▪ No formally agreed Service Level Agreements (SLAs) with the business in relation to technology availability and recovery. ▪ An organically grown network which is lacking consistency and standardisation. ▪ A significant weakness was highlighted during the internal audit in May 24. This relates to the visibility and reporting of the network security posture, and more specifically the patch status of network devices. 		
Potential consequence	<ul style="list-style-type: none"> ▪ Ineffective IT system to support business processes. ▪ Inability to effectively communicate with partners and the public. ▪ Loss of information from systems as a result of a cyber-attack. ▪ Removal from the Public Service Network (PSN/p) may be considered if the Force network is found to have been compromised. ▪ Loss of confidence in systems and the organisation from users, the public and partner organisations. ▪ Loss of people data due to out of service life and unsupported core people systems internally and externally. 		

APPENDIX A

	<ul style="list-style-type: none"> ▪ Confidentiality and integrity risk to Force data and systems and potentially national policing data and systems. ▪ The ability to carry out impact assessments based on new vulnerabilities is manual and therefore may result in devices missing critical and non-critical updates within a suitable timeframe.
Summary of Controls	<ul style="list-style-type: none"> ▪ Digital Policing Board Key Performance Indicator (KPI) to track and maintain oversight of both National Management Centre (NMC) alerts and patching. ▪ New major IT organisational restructure approved with 96% of vacancies filled increasing leadership, capability and capacity. ▪ Hardware upgrade and investment in existing NPICCS solution to ensure support and maintenance is maintained. ▪ New NPICCS hardware procured and installed across two sites, migration concluded at the end of summer 2024. ▪ 18-month implementation plan requiring significant IT commitment/resource in-place to implement the Records Management System replacement for NPICCS by February 2026. ▪ Audit regime to test internal switches and disablement when required. ▪ Wide Area Network (WAN) Transition from Capita to MLL as WAN suppliers completed November 2024. Migration from BT Broadband at Neighbourhood Policing Team (NPT) locations to MLL WAN is complete for all NPT locations with the exception of Gateshead Queen Elizabeth, expected date to be confirmed. ▪ Tender being shaped to redesign and deliver a transformed Local Area Network (LAN). ▪ Disaster recovery controls in formation to deliver appropriate management of core system recovery and associated business continuity plans. ▪ Effective Cyber Incident Response Plan (CIRP) agreed, understood and in place. ▪ Patching policy in place. Network Team at full establishment will ensure daily checks and patching regime on network and infrastructure devices is maintained and reported. ▪ Centralised hardware security monitoring now fully operable via the NMC provided by the National Enabling Programme. ▪ Increased the number of devices being monitored (Meraki devices) by the central monitoring by NMC. ▪ Close direct relationships with Cyber support and oversight provided by the National Cyber Security Centre (NCSC). ▪ Greater security enhancement via enhanced Firewalls, access controls and further investment in new F5 technology. ▪ Annual and ad-hoc penetration testing regime embedded. ▪ Existing Cobol resources extended to the end of 2026. ▪ Implementation of Smart Contact Command and Control solutions removing the threat of loss of 999 and 101 calls due to loss of NPICCS.

APPENDIX A

	<ul style="list-style-type: none"> ▪ Increase in the frequency and types of backups of the people data and full system backups to minimise any loss. ▪ Periodic restores and read tests in place to ensure backup is viable. ▪ Work towards a full network topology being supplied to the NMC to allow a complete understanding of the potential routes an Advance Persistent Threat (APT) may take across the Force network and further enhanced monitoring. ▪ A wider assessment of security controls in place, which will include consideration of Administrative Username and Password used across the Force network. ▪ Discovery and modelling of the entire technology estate has commenced. This will provide full documentation and understanding of linked assets, and the ability to carry out effective assessment to drive improvements. ▪ Digital Roadmap in development to provide visibility and gain buy-in from key stakeholders against all change activities required. 	
Likelihood	3	12
Impact	4	

B	Strategic Risk Area – Finance		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Cautious
	Risk – Reduction in funding and/or funding pressures which require changes to financial planning and/or a change to the resourcing of service delivery.		
Owner(s)	Chief Constable and Chief Finance Officer (CFO)		
Governance & Oversight	Executive Board / Business Meeting		
Context	<ul style="list-style-type: none"> ▪ A review of the funding formula used by government to distribute grant funding to police forces in England and Wales may lead to a reduction in the percentage of central government police funding allocated to Northumbria Police. ▪ Reduction in central government funding as announced in the annual Home Office (HO) Police Funding Settlement. ▪ The funding settlement currently provides certainty for only one financial year and carries continued long-term uncertainty over several funding strands, including Uplift and Pensions. ▪ Continued global cost pressures and cost of living increases are not funded with the grant settlement, leading to the necessity for efficiencies. ▪ Other public sector funding reductions may reduce services provided, leading to increased service pressure on Northumbria Police and a need to look at potential collaboration opportunities. ▪ In-year events or changes, outside of Northumbria Police's control, may lead to unbudgeted costs that cannot be met from within the annual budget. 		
Current factors	<ul style="list-style-type: none"> ▪ Following the change in Government during 2024, a one year settlement was announced for 2025/26 with a proposal to consider a 3-year settlement for policing during the Spring of 2025. CSR announcement in June 2025 did not provide any clarity on future government funding over the medium term, only high-level estimates of total police funding through to 2028/29, which included Counter Terrorism (CT) Policing, top-slice and Council Tax assumptions for which no detail was shared. ▪ The funding settlement for 2025/26 was below the level of assumptions within the assumed budget for 2025/26. ▪ Terms of funding for the Prime Minister's pledge for a national 13,000 increase in resources to Neighbourhoods have been confirmed (for 2025/26 only) and £6.160m is included in the budget. Funding and delivery plans for future years are not yet known. NPCC submission to the Home Office suggests the overall increase to police funding in CSR is not sufficient to deliver full NPG commitment, alongside expected pay and inflationary budget pressures and 'new burdens' such as Emergency Services Network (ESN), digital transformation and decarbonisation. ▪ Police Officer and Police Staff pay awards have been agreed for 2025 at 4.2%, which is above the budgeted level of 2.5%. National 		

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	<p>funding previously announced of £120m and force level allocations have now been confirmed by the Home Office. The Northumbria allocation is £3.695m. Additional funding will compensate forces in 2025/26 but the full year impact of the higher pay award in future years will be significant and the extent to which additional funding will be made available for 2026/27 onwards is not known.</p> <ul style="list-style-type: none"> ▪ There is still an expectation that the review of the Police Allocation Formula (PAF) will be delivered under the new Government; however, timescales are yet to be clarified. ▪ In-Force financial implications of pension remedy, which are currently being progressed based on national guidance. ▪ Inflationary rises and supply chain issues are creating significant cost pressures in current and future budget predictions, without any increases in funding.
Potential consequence	<ul style="list-style-type: none"> ▪ A reduction to national funding, short notice changes or extraordinary increases in cost may require a change in short and medium-term force financial planning, including a need to deliver unplanned efficiencies and savings thereby impacting on service delivery. ▪ Any in-year pressures which become a forecast overspend must be addressed through consideration of in-year efficiencies and discussions with the Police and Crime Commissioner (PCC) relating to any appropriate use of reserves to manage the in-year impact.

Summary of Controls	<ul style="list-style-type: none"> ▪ Transparent ownership of financial matters between the PCC and Chief Constable. ▪ Well understood in-year financial monitoring and reporting governance. ▪ An effective Reserves Strategy to provide mitigation against known and potential future events (Inflationary Risk, Pay Inflation, Emergency Services Network, Operational Systems Reserves etc.), plus reserves providing financing to planned future investments. ▪ Full consultation, engagement and lobbying alongside and independently with the Police and Crime Commissioners Treasurers' Society, NPCC Treasurers' group and the HO alongside regional public sector partners including the Mayoral Office, to influence funding for Policing and the North East. ▪ Effective force wide Business Planning cycle, Revenue and Capital budget setting processes, Efficiency plans and monitoring. ▪ An effective Workforce Plan, Governance Arrangements and Force Operating Model (FOM) to manage pay related spend. ▪ Pay Inflation Reserve to mitigate impact of higher pay awards. 	
Likelihood	4	16
Impact	4	

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C	Strategic Risk Area – Governance		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Failures originating from unclear plans, priorities, responsibilities and accountabilities and/or ineffective or disproportionate scrutiny, oversight, transparency and internal control of decision-making and/or performance.		
Owner(s)	Deputy Chief Constable		
Governance & Oversight	Executive Board		
Context	<ul style="list-style-type: none"> Chief Constable is unable to account to the PCC for the exercise of their functions and those under their direction and control. There is a breakdown in relationship between the Force and Office of the Police and Crime Commissioner (OPCC). 		
Current factors	<ul style="list-style-type: none"> Response to external inspection and investigation activity by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). Challenging Force change projects and programmes. 		
Potential consequence	<ul style="list-style-type: none"> Inability to identify and respond to deteriorating performance resulting in policing priorities not being achieved. A decline in quality and service delivery, leading to a reduction in satisfaction levels. Inability to work effectively in partnership to provide services to victims and witnesses. Slippage/failure of projects, which hamper the achievement of objectives. Adverse external inspection reports, leading to recommendations and wider escalation. Loss of public confidence. 		
Summary of Controls	<ul style="list-style-type: none"> Police and Crime Plan. New Force Strategy, underpinned by thematic strategies and delivery plans. Regular review of the governance and decision-making structure to ensure it provides appropriate governance arrangements, including OPCC Scrutiny Meeting to hold the police to account on behalf of the public. A Joint Independent Audit Committee to provide advice to the PCC and Chief Constable on the principles of corporate governance. Internal Audit of Governance by Gateshead Council. Adherence to CIPFA good governance Wider availability of information provided to, and outcome from, governance meetings to direct and support activity in pursuit of more informed decision making and improved performance. 		
Likelihood	1	2	
Impact	2		

D	Strategic Risk Area – Information and Data Management		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Challenges in adhering and complying with consistent and sustainable data management processes and standards to prevent data breaches.		
Owner(s)	Assistant Chief Constable (Force Innovation)		
Governance & Oversight	Force Assurance Board		
Context	<ul style="list-style-type: none"> ▪ The replacement of Force legacy systems presenting competing data management compliance elements. ▪ The complex alignment of digital policing architecture to ensure interoperability. ▪ Developing workforce with inadequate Information Asset Owners (IAOs) and Information Asset Lead engagement. ▪ A recognition of the current position of the force data infrastructure is required to identify associated data use risks, compliance and ethical issues to prevent a breach of relevant legislation and/or non-compliance with statutory guidance. 		
Current factors	<ul style="list-style-type: none"> ▪ Increased demand due to Digital Policing Change Programme and associated interdependencies relating to new ways of working. ▪ Additional threat from external sources relating to cyber related adverse impact. ▪ Compliance with Records and Product Management (RPM). 		
Potential consequence	<ul style="list-style-type: none"> ▪ Corruption or loss of Force systems. ▪ Loss of data and information assets. ▪ Failure to comply with both Force policy and procedure and Management of Police Information statutory guidance. ▪ Force policy and procedure processing, storing and handling of data not followed. ▪ Mishandling of information through a lack of understanding of relevant legislation (Data Protection Act 2018). ▪ Failure to comply with Information Commissioner's Office (ICO) best practice, standards and relevant codes of practice. ▪ Failure to comply with the Investigatory Powers Act: codes of practice. ▪ Adverse findings from Investigatory Powers Commissioner's Office (IPCO) or ICO inspection, which could result in sanctions placed on the Force by the Commissioners which would impact on all aspects of criminal and non-criminal investigations. ▪ Litigation, legal action against the Force leading to enforcement action and monetary penalties. ▪ Limited ability to access information and/or respond to requests for information. ▪ Loss of confidence due to inappropriate or unlawful disclosures of personal data (internally and externally). ▪ Compromise of operational activity and/or covert tactics. ▪ Compromise of physical and technical security controls which would impact information assets and/or systems if vulnerability is exploited. 		

Summary of Controls	<ul style="list-style-type: none"> ▪ Information Management Department (IMD) with more effective capability, including the roles of Data Protection & Disclosure Adviser and Information Security & Assurance Manager. ▪ Review and regular update of Data Sharing Agreements with partners. ▪ IMD and Digital Policing collaborating effectively to formally identify, document and mitigate risk through the implementation of innovative and measurable solutions via implementation of automated processes, utilising available functionality within the 365 capability. ▪ Targeted and relevant audit and organisational learning process to identify inappropriate handling and management of information. ▪ Oversight and management through the Governance and Decision-making structure. ▪ Implementation of formal Information Asset Registers, training, awareness and ongoing monitoring and support for IAOs and Information Asset Leads. ▪ Enhanced legislative, policy/procedure compliance via review, retention and deletion (RRD) implementation around stored data, which radicalises volumes and controls access. ▪ Increased use of technical security controls and monitoring provided by the National Management Centre. Existing procedures in respect of data breaches ensure obligations placed on the organisation in such instances are met. ▪ Planned assurance schedule relating to critical systems and services. ▪ Bi-monthly meeting with Senior Information Risk Owner to formally assess and govern risk. ▪ Force OpSy role identified and placed into IMD to improve operational security. 	
Likelihood	3	12
Impact	4	

E	Strategic Risk Area – Information and Data Quality		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Minimalist
	Risk – Challenges in efficiently and effectively managing data through the technical and cultural implementation of control measures, storage and practice in support of existing and new operating platforms.		
Owner(s)	Assistant Chief Constable (Force Innovation)		
Governance & Oversight	Force Assurance Board		
Context	<ul style="list-style-type: none"> ▪ A recognition of the Force's ability to accurately collect and present data required to support decision making in all areas of business, whilst ensuring statutory data returns to relevant bodies are concise, accurate and timely. ▪ The replacement of Force legacy systems presenting competing data collection processes. ▪ The ability to assign accountability/ownership of data assets to ensure data is collected, stored and used appropriately. ▪ The application of control measures that affect the way staff interact with data is needed to support the cultural change required to successfully deliver the new operating platforms. ▪ The implementation of data storage, audit and access capability that is complementary across all new platforms is essential to ensure compliance, analysis and quality information readily accessible to staff to advise organisational and operational delivery. 		
Current factors	<ul style="list-style-type: none"> ▪ Legacy data and systems. ▪ Vetting our workforce at the appropriate levels defined by role requirements. ▪ Managing the use of personal devices for official tasks. ▪ Limiting staff and visitor access to information, assets and estate. 		
Potential consequence	<ul style="list-style-type: none"> ▪ Inaccessible/inaccurate intelligence. ▪ Up-to-date crime and intelligence data - specific data sets such as exhibits are not available to officers/staff or data is stored in various locations and formats without formal recording or RRD (Retention, Review, Deletion) processes in place. Inaccurate data leading to non-compliance with regulations, a potential negative impact upon investigations and subsequent loss of public confidence. ▪ Reduction in force performance and delivery through poor and non-reflective data quality. ▪ Inaccurate data returns to the HO and other bodies e.g. HMICFRS. ▪ Adverse findings from inspectorate and audit bodies e.g. HMICFRS and ICO. ▪ Poor data quality affecting operational and business decisions, meaning that critical risk factors may be missed or not fully understood e.g. vulnerability, officer safety and public safety. 		

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Summary of Controls	<ul style="list-style-type: none"> ▪ Investment in IT to support ongoing Digital Policing (DP) programme which integrates data management processes and wider compliance obligations. ▪ Migration plans as part of IT projects and programmes to ensure data quality, accuracy and compliance with GDPR. ▪ Implementation of Data Quality reviews and Audits to support ongoing improvements relating to handling methods, accuracy, review and retention. ▪ Quality Standards Delivery Team. ▪ Use of the Qlik Sense Business Intelligence tool to identify compliance and data quality issues. ▪ Engagement with the HO/National Police Chiefs' Council National Data Quality Improvement Service (NDQIS). ▪ Implementation of holistic Information Asset Registers with accountable Owners and Leads. ▪ Implementation of revised and enhanced processes and procedures relating to review, retention and disposal of electronic and physical assets with oversight and ongoing monitoring from the IMD. ▪ Implementation of formal Information Asset Registers, training, awareness and ongoing monitoring and support for IAOs and Information Asset Leads. ▪ Enhanced legislative, policy/procedure compliance via review, retention and deletion (RRD) implementation re stored data which radicalises volumes and controls access. ▪ Enhanced external audit regime implemented that reflects the complexity and breadth of information management obligations and compliance regimes. ▪ Revised compliance with ICO and legislative requirements (Record of Processing Activities, Data Flow Mapping etc.). Understanding and review of the Force estate to ensure it is fit for purpose and used effectively in line with operating procedures. ▪ Compliance with Vetting Code of Practice to ensure consistent and high standards of police vetting. ▪ Regular review of the Designated Post List against known role descriptions. ▪ Self-service updates to allow efficient and timely changes to data. ▪ Information Management training mandated for all staff and officers with key performance indicators reported as a standing agenda item. ▪ Dedicated communication and awareness plan for all staff and officers which targets key risks and impacts in a timely and effective manner. 	
Likelihood	2	8
Impact	4	

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F	Strategic Risk Area – Infrastructure and Assets		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Failure to effectively manage assets to ensure continued effective service delivery through provision of equipment and facilities which keep the workforce capable; able to respond to the public and maintain the physical security and safety of our estate.		
Owner(s)	Assistant Chief Officer Corporate Services		
Governance & Oversight	Strategic Resourcing Board		
Context	<ul style="list-style-type: none"> Failure to appropriately maintain assets may result in critical failure. Failure to comply with building regulations and legislation regarding the safety of our estate. Force must meet future sustainability and carbon reduction targets. Failure to ensure officers and staff have the right assets and equipment available to perform their role. Failure to prevent unauthorised access to force buildings. Failure to provide the appropriate training estate to enable maintenance of operational training profiles and to meet CoP licensing requirements 		
Current factors	<ul style="list-style-type: none"> Programme of works aligned to future FOM needs to be established to meet operation, sustainability and carbon reduction requirements. Implementation of an Agile Working policy. Delays and increased costs of Estates programme as a result of supply chain issues and inflationary pressures. Ongoing delays in new supply of vehicles/availability of fleet as a result of global supply chain issues. Physical security of buildings and methods of access. Non police owned operational training estate with reliance on other parties to support our delivery. Storage capacity for evidential property. UK Supreme Court Human Rights Judgement that the terms ‘man’, ‘woman’ and ‘sex’ in the Equality Act 2010 refer to biological sex. 		
Potential consequence	<ul style="list-style-type: none"> Injury to users of assets, detainees or the public. Reduced availability of assets impacts on services across some or all business areas. Litigation and civil claims. Negative impact on the workforce and on public confidence. Not achieving sustainability and carbon reduction targets. Unauthorised access to force buildings and assets. Loss of CoP license to deliver operational training impacting on capability and deployability of workforce. Property is stored in various locations without formal recording or RRD (Retention, Review, Deletion) processes in place. Potential for non-compliance with regulations and a potential negative impact on investigations and subsequent loss of public confidence. Volumes retained also impacts on cost to transition from NPICCS to NICHE. 		

Summary of Controls	<ul style="list-style-type: none"> ▪ Understanding and review of the Force estate to ensure it is fit for purpose and used effectively. Where appropriate maximise collaboration and shared estate where there is an operational benefit ▪ Full review of methods of access to buildings undertaken, specification and project underway to replace current key access with electronic access control system for all force buildings. ▪ To mitigate specific risk at North Shields, a bespoke access control system has been installed. ▪ There has been a programme of communications issued to all staff in relation to building security. Including the wearing of identification and challenging where appropriate individuals seeking to access force buildings. ▪ Additional penetration testing to test building security measures has been put in place. ▪ Implement agreed Estates Strategy, rationalising where appropriate and re-profiling building refurbishment programme to align with future operating model and operating procedures. ▪ Established internal arrangements to minimise the impact of proposed estate and infrastructure changes/refreshes on the business. ▪ Business Continuity Plans, Estate Strategies and policies and procedures in place. ▪ Regular inspection, testing and maintenance programmes in place in respect of water hygiene, electricity and gas safety. ▪ Statutory maintenance audit sampling a number of force buildings to be undertaken, providing assurance around statutory compliance and potentially to identify any gaps in maintenance coverage. ▪ Fire risk assessments in place. ▪ Asbestos management plan in place. ▪ Health and Safety management embedded at tactical and strategic level. ▪ Fleet Strategy implemented in-line with carbon reduction targets. ▪ Fleet User Group to revise fleet use and force profile, including development of sustainable fleet measures. ▪ Vehicle maintenance, transportation and installation partners are vetted to ensure security and continuity of service. ▪ Internal fuel stock maintained. ▪ Asset management software and/or recording system in place. ▪ Telematics installed in all cars providing management oversight with timely maintenance and usage data. ▪ Operational equipment requirements are managed via the Force Safety Group and reported to the Culture and Leadership Board. ▪ Estates Strategy significant investment projects and Estates Capital Programme progress are overseen by the Estates Programme Board. ▪ Ongoing negotiations to secure operational training bases with Northumberland and Tyne and Wear Fire services which will be compliant with CoP license requirements and in support of Etal Lane as Northumbria Police owned estate. Longer term agreement to secure operational training base. ▪ DMAT (Data Management Assessment Team) assisting with property management. ACC (Communities) has a sub-group working towards improving the property system.
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	<ul style="list-style-type: none"> ▪ National and local consultation on the UK Supreme Court Human Rights Judgement. 	
Likelihood	2	6
Impact	3	

G	Strategic Risk Area – Operational		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Cautious
	Risk – Inability to implement centralised force coordination ensuring sustainable capacity and capability to meet statutory requirements under the Civil Contingencies Act (CCA) and responsibilities from the Strategic Policing Requirement.		
Owner(s)	Assistant Chief Constable (Force Coordination)		
Governance & Oversight	Force Assurance Board		
Context	<ul style="list-style-type: none"> ▪ A specific focus on Joint Emergency Services Interoperability Programme (JESIP) principles and preparedness planning through the Local Resilience Forum (LRF) to manage Major Incidents. ▪ The national strategic threat and risk assessment in specialist areas of Public Order Public Safety (POPS), Firearms and Motor Patrols has led to the identification of shifting threats from extremist groups and associated learning from public inquiries. ▪ A recognition of the Force's ability to effectively deal with Societal Risks; Diseases; Natural Hazards; Major Accidents; Malicious Attacks increased protest activity and to protect the public and comply with statutory requirements in these circumstances. 		
Current factors	<ul style="list-style-type: none"> ▪ Current review of the CCA (Civil Contingencies Act). ▪ Proposed wider remit of LRFs and stronger LRF pilot within the Northumbria region. ▪ Statutory guidance for JESIP and increased training requirements. ▪ Implementation of a new FOM has created an imbalance of skills across geographical locations and shifts. ▪ Work Force Plan. ▪ Significant Events (e.g. derby match and increase in protests). ▪ Manchester Arena recommendations impacting broader testing & exercising. ▪ Maintenance of officers' Public and Personal Safety training (PPST). ▪ Increased Mutual Aid requests. ▪ Availability, servicing, storage and procurement of kit and equipment. 		
Potential consequence	<ul style="list-style-type: none"> ▪ Inability to meet core policing requirements. ▪ Inability to respond effectively to Major Incidents. ▪ Reduced staffing and service provision. ▪ Inability to deliver services across some or all business areas. ▪ Inability to project accurate resourcing to meet future demand. ▪ Ability to meet mobilisation commitment. ▪ Negative impact on public confidence. ▪ Ineffective business continuity. 		

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Summary of Controls	<ul style="list-style-type: none"> ▪ A new Major Incident and Business Continuity Board to ensure appropriate oversight and governance, which includes capacity, capability and readiness, with appropriate reporting and escalation through the Force governance framework. ▪ Robust business continuity plans in place across all area commands and departments with regular testing ▪ Concept of Operations developed in line with the States of Policing Matrix to support resourcing decisions maintain critical functionality for the force. ▪ Close working with National Police Coordination Centre (NPoCC) and the Regional Information and Coordination Centre to test and exercise mobilisation commitment and provide and request mutual aid as appropriate. ▪ Ability to implement agile ways of working and create secure estate environments. ▪ Investment in operational training estate. ▪ Northumbria Police are an invested partner in the LRF and work closely with the partnership on preparedness for civil emergencies and the testing and excising of the multi-agency response. ▪ Northumbria police will lead on recruitment of stronger LRF resources and will host the roles once recruited. ▪ Strategic and tactical JESIP delivery groups. ▪ Internal and multi-agency Governance structure to deliver on Manchester Arena Inquiry recommendations. ▪ Ongoing review of shift patterns include consideration of ability to facilitate mobilisation of specialist staff, particularly in respect of TL2 assets. ▪ Force Coordination Centre and twice daily pace setter meetings to align demand and resources. ▪ Working Group established to manage Public Order resources to fulfil operational requirements. 	
Likelihood	3	12
Impact	4	

H	Strategic Risk Area – Partnership & Collaboration		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Loss or reduction in opportunities to work in partnership or collaboration and subsequent impact on service delivery. Ineffective management of new and current commercial contracts leading to reduced service delivery and/or low value for money.		
Owner(s)	Deputy Chief Constable		
Governance & Oversight	Strategic Resourcing Board		
Context	<ul style="list-style-type: none"> ▪ Lack of scoping and user requirements at the outset of partnerships/collaboration or commercial interest. ▪ Financial constraints on public services. ▪ Cost of living and inflation impacting economy and changing opportunities. ▪ Lack of integrated planning with partners to identify opportunities. ▪ Significant reduction in services provided by key and/or statutory partners such as CPS, HMCTS, Local Authorities (LAs) and health service providers which increases demands on policing. ▪ Failure of collaborative agreements. ▪ Reduced commitment to Community Safety Partnerships (CSPs) and joint objective setting due to competing demands within LAs. 		
Current factors	<ul style="list-style-type: none"> ▪ Reduction in safeguarding activity and preventative work, particularly relating to serious violence and anti-social behaviour. ▪ Ability to manage commercial contracts. ▪ Missed opportunities for further partnership collaboration with partners. ▪ Cost of living/inflation is affecting commercial businesses and public sector. ▪ Ability of partners to deliver services. 		
Potential consequence	<ul style="list-style-type: none"> ▪ Gaps in services and support to communities. ▪ Missed opportunities to prevent and reduce crime and disorder. ▪ Reduced public confidence. ▪ Reduced opportunities for more efficient and effective services. ▪ Increased costs due to poor scoping and/or contract management. ▪ Missed learning opportunities for partner agencies from serious case reviews. ▪ Police resource used to fill gaps created by non-delivery of partnership services, depleting capacity to provide policing services. 		
Summary of Controls	<ul style="list-style-type: none"> ▪ Improving partnership governance arrangements and joint partnership plans through CSPs and wider multi-agency arrangements. ▪ Force wide business planning cycle and delivery of local business plans informed by partnership data and engagement. ▪ Strategic Design Authority and Force change projects and programmes to improve scope and user requirements of procured 		

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	<p>services with clear benefits tracking via the Strategic Resourcing Board</p> <ul style="list-style-type: none"> ▪ Improving understanding of demand and external influences of demand enabling effective management of response. ▪ Business continuity plans between relevant partners. ▪ Access to local and/or national support programmes. ▪ Ongoing management of commercial contracts. ▪ Ability to introduce and maintain joint Criminal Justice Impact and Recovery working exercises when required, utilising resources across disciplines to meet demand. 	
Likelihood Impact	2 4	8

I	Strategic Risk Area – Projects/Programmes		
	Risk Appetite	Current/Tolerable	Optimal
		Open	Hungry
	Risk – Change programmes and projects are not aligned with strategic priorities or do not successfully deliver requirements and intended benefits to time, cost and quality.		
Owner(s)	Deputy Chief Constable		
Governance & Oversight	Force Change Board		
Context	<ul style="list-style-type: none"> Significant change programme underway to deliver benefits for both the public and our people requiring investment in new technology, systems, kit and people. 		
Current factors	<ul style="list-style-type: none"> Increased demand as the force implements Force change projects and programmes. Lack of skills and/or capacity to fulfil change activities in parallel with business as usual. Cultural change required to successfully deliver new operating models/ platforms. Limited ability to deliver, or delays in the delivery of, Force change projects and programmes due to insufficient specialist and/or technical skills. Increased demand on information and data management due to interdependencies within the Digital Policing Change Programme and new ways of working. Flexibility to effectively move resources as a result of structural changes 		
Potential consequence	<ul style="list-style-type: none"> Failure to achieve the business benefits from Force change projects and programmes impacting on performance and delivery of the Force Strategy. 		
Summary of Controls	<ul style="list-style-type: none"> New salary model, bespoke support and significant investment has been made to increase pay competitiveness across technical roles, securing critical technical skills and supporting Force change projects and programmes. A focussed Capacity and Capability Meeting is in place to monitor, coordinate and agree operational resourcing solutions at tactical level. This provides a platform for early consultation on change to operating models and early understanding of capacity and capability impact. Impact assessments completed where appropriate as key project activity to determine significant impacts such as changes to structure. Digital Roadmap in development to increase engagement with key stakeholders for all change activities required. Established internal arrangements to minimise the impact of proposed estate and infrastructure changes/refreshes on the business. 		

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	<ul style="list-style-type: none"> ▪ Strategic Design Authority and Force Change Board to ensure appropriate oversight and governance of change projects and programmes with clear benefits tracking. ▪ Project Approval Group for review of business cases and requirements for potential new digital solutions. ▪ Planned evaluation. 	
Likelihood	2	8
Impact	4	

J	Strategic Risk Area – Public Confidence		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – The loss of public confidence in Northumbria Police due to the behaviour, conduct, actions or inaction of Northumbria Police as an organisation or individuals representing the Force.		
Owner(s)	Deputy Chief Constable		
Governance & Oversight	Trust and Confidence Board		
Context	<ul style="list-style-type: none"> Force or an associated individual acts in an inappropriate, discriminatory way or demonstrates corrupt behaviour. Death or serious injury following police contact or other adverse or critical incident, as a result of police action or omission. Misuse or deliberate disclosure of sensitive data or information. Public perceptions of police ineffectiveness in relation to offences disproportionately impacting on specific communities or those with protected characteristics. Reduced legitimacy due to poor engagement. Publication of recent reports, including Dame Louise Casey review of Metropolitan Police, Operation Hotten and the findings following the murder of Sarah Everard and the Angiolini Inquiry. 		
Current factors	<ul style="list-style-type: none"> Abuse of authority for financial or sexual purpose, fraud or theft. Awareness of risk within workforce (Abuse of Authority for a Sexual Purpose (AA4SP), misogyny, discrimination) and increase in associated misconduct cases. Current operating context and legitimacy in use of police powers. Disproportionality in use of powers. Identification and response to organisational learning opportunities. Public perception that ineffective response to Violence Against Women and Girls (VAWG), hate crime and victimisation of Black, Asian and minority ethnic communities is influenced by cultural issues misogyny/institutional racism. Reduced levels of public confidence. Misinformation and disinformation spread through media networks. 		
Potential consequence	<ul style="list-style-type: none"> Abuse of authority for financial or sexual purpose, fraud or theft. Increased civil unrest. Perception of disparity damaging confidence of minority groups. Litigation, legal action against the Force. Reduced public confidence. 		

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Summary of Controls	<ul style="list-style-type: none"> ▪ Effective governance arrangements through the Trust and Confidence Board and DE&I board. ▪ Independent advisory groups and Scrutiny Panels for use of powers. ▪ Force Engagement Strategy and plan. ▪ Force wide internal communications to increase awareness of behaviour and standards. ▪ Completion of Equality Impact and Community Tension Assessments. ▪ Force VAWG Strategy, Race Action Plan and Hate Crime Delivery Plan. ▪ Dedicated Counter Corruption Unit with appropriate capacity and capability to deliver a full range of covert tactics. ▪ Internal threat awareness through Professional Standards Department risk matrix and abuse of authority problem profile. ▪ Vetting procedures in-line with APP on Vetting. ▪ Identification and review of organisational learning, with oversight by the Force Assurance Board. ▪ Force wide training for all staff. ▪ Continuous Performance & Development Review of staff via performance management frameworks. ▪ Annual Integrity Health Check completed with the workforce. ▪ Focus on diversity in recruitment, attraction, selection and retention. 	
Likelihood	2	8
Impact	4	

K	Strategic Risk Area – Regulation & Standards		
	Risk Appetite	Current/Tolerable	Optimal
		Minimalist	Cautious
	Risk – Northumbria Police and/or its staff, fail to operate within the regulatory framework defined by law or by force policy. In doing so, creating risks which may result in harm to individuals, groups or organisations.		
Owner(s)	Deputy Chief Constable		
Governance & Oversight	Force Assurance Board		
Context	<ul style="list-style-type: none"> ▪ Litigation, legal action and/or prosecution of the Force and/or individuals by former officers or staff members. ▪ Failure to comply with regulatory frameworks. 		
Current factors	<ul style="list-style-type: none"> ▪ Increased scrutiny and challenge on police powers and super complaints. ▪ Significant events impacting on public confidence over last 12 months. ▪ Change in legislation in relation to protest may result in legal challenge. ▪ Increase awareness and reporting of AA4SP could result in legal action against force for failure to prevent. ▪ Ability to demonstrate compliance with relevant ISO standards to maintain accredited status. 		
Potential consequence	<ul style="list-style-type: none"> ▪ Litigation, legal action and/or prosecution of the Force and/or individual staff. ▪ Associated costs of dealing with litigation. ▪ Negative impact on the workforce and public confidence. ▪ Failure to comply with relevant Health and Safety regulations. ▪ Suspension or withdrawal of accreditation impacting on service delivery. 		
Summary of Controls	<ul style="list-style-type: none"> ▪ Central review of all civil claims, with adverse trends and lessons learnt reported and learning shared through Force Assurance Board. ▪ Recognised accreditation in relevant areas of business. ▪ Health and Safety Management System and provision of health and safety advice. ▪ Investigations and review of health and safety incidents, with lessons learnt reported. ▪ Force policy on mandatory use of Body Worn Video at key incidents/events. ▪ External Scrutiny including panel for use of police powers (Use of Force/Stop & Search) and substantive Independent Scrutiny and Oversight Board. ▪ Force approach to identify and reduce AA4SP. ▪ Oversight and management of ISO standards compliance and accreditation using the Governance and Decision-making structure. 		
Likelihood	3	9	
Impact	3		

L	Strategic Risk Area – Strategy		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Northumbria Police fails to deliver its strategic objectives and those of the Police and Crime Plan, due to ineffective business planning, including effective management of performance, risk, demand, transformation, workforce and finance or a changing macro-environment.		
Owner(s)	Chief Constable		
Governance & Oversight	Executive Board		
Context	<ul style="list-style-type: none"> Failure to deliver the Force Strategic Priorities. Failure to deliver against objectives set out in the Police and Crime Plan. Failure to achieve the business benefits from Force change projects and programmes. Compliance and standards not meeting acceptable levels impacting on victim services and public confidence. Failure to meet areas for improvement highlighted by external bodies. 		
Current factors	<ul style="list-style-type: none"> Increased demand as the force implements Force change projects and programmes. Implementation of operating model able to support future demand. North East devolution deal between the government and the local authorities. 		
Potential consequence	<ul style="list-style-type: none"> Deteriorating performance resulting in policing priorities not being achieved. A decline in quality and service delivery, leading to a reduction in satisfaction and confidence. Adverse external inspection reports, leading to recommendations and wider escalation. Slippage/failure of projects, which hamper the achievement of objectives. 		
Summary of Controls	<ul style="list-style-type: none"> FOM reviewed and implementation of new model. New Force Strategy underpinned by thematic strategies and delivery plans. Annual preparation of Force Management Statement. Business planning cycle and delivery of local business plans. Force wide Performance Management Framework. Oversight and management of performance using the Governance and Decision-making structure. Effective relationships and communication with partners locally enabling response to national issues (e.g. LCJB). Development and implementation of financial and efficiency planning focused on delivery of Force strategic priorities. Realisation of benefits linked to delivery of Force change projects and programmes. 		

APPENDIX A

	▪ Accelerated Investigation Improvement Plan.	
Likelihood	2	8
Impact	4	

M	Strategic Risk Area – Workforce		
	Risk Appetite	Current/Tolerable	Optimal
		Cautious	Open
	Risk – Standards, conduct and behaviours of the workforce are not in-line with Northumbria Police values and the Code of Ethics. Inability to maintain an effective workforce profile through a reduction in attraction, recruitment and retention.		
Owner(s)	Assistant Chief Officer Corporate Services		
Governance & Oversight	Corporate Services Portfolio Governance Board		
Context	<p>To attract, retain and develop a high performing and engaged workforce we must ensure:</p> <ul style="list-style-type: none"> • A strong and relevant employer brand focussed on improvement, which is realistic and reflective of our internal culture. • An environment which promotes and displays positive behaviours at all levels, led and exemplified by Chief Officers, with a clear focus on value and engagement. • Our people feel confident to challenge and call out adverse behaviours at every level. • A collective focus on wellbeing and a commitment to maintaining manageable workloads. • A holistic resourcing strategy through which operating models and roles offer clarity and have a long-term vision to support attraction, retention, and development. • The development of clear supply pipelines to grow capability internally, providing progression opportunities, nurturing talent, and governing this activity through the resourcing strategy. • Efficient recruitment and vetting processes to match hiring pace and to ensure the right assessment and quality assurance of candidates is in place to meet and exceed standards. • The development and promotion of sustainable growth in future capabilities, by effectively understanding our future skills requirements. 		
Current factors	<ul style="list-style-type: none"> • Developing understanding of current and future operating models which impacts on resourcing and skills requirements. • Poor understanding of people performance, insufficient use of the P&DR system and lack of buy-in from local management leads to ineffective resource utilisation, low morale and missed opportunities to maximise talent and innovation. • Current job market means candidates have increased choice and higher expectations in relation to salary and opportunities for development. • Challenges to meet wider diversity ambition prevail despite increased local diversity as applicant pools remain limited. 		

	<ul style="list-style-type: none"> • Challenges in the attraction of specialist resources through internal supply routes. • Higher percentage of female officer voluntary leavers than males. • The attraction and retention of volunteers continues to be negatively impacted by a nationally depleting market. • Vacancies are being held for long periods and attrition of candidates due to the length of wait in the recruitment process is evident. • Capacity and capability in Public Order resources to fulfil increased operational requirements. • UK Supreme Court Human Rights Judgement that the terms 'man', 'woman' and 'sex' in the Equality Act 2010 refer to biological sex.
Potential consequence	<ul style="list-style-type: none"> • Failure to secure a diverse and engaged workforce, directly impacting productivity. • Reduction in performance and negative impact on quality of service. • Failure to deliver services in technical and specialist areas impacting on public trust and confidence. • Impact on investigative standards and quality due to insufficient investigative resources to meet demand. • Lack of representation of the communities we serve, impacting negatively in trust and confidence. • Limited ability to deliver or delays in the delivery of Force change projects and programmes due to insufficient specialist and/or technical skills. • Loss of talent due to delays in pre-employment checks as part of the recruitment process.
Summary of Controls	<ul style="list-style-type: none"> • Continuous engagement with Chief Officer and business leads to ensure clarity of operating models, with oversight through the force governance framework, specifically Strategic Design Authority and Strategic Resourcing Board. • A People Strategy underpinned by specific people pillars provides direction and clarity to create suitable environments to drive performance improvement and support attraction, recruitment and development of our people. • A Resourcing Strategy to implement a holistic approach to resourcing and enable each business area to address design, demand, capacity, capability and supply for all resources needed. • A Strategic Workforce Plan to address resourcing needs at three distinct levels: day to day resource requirements, succession capacity and capability planning to address foreseen gaps and a longer-term vision setting out the resourcing needs and priorities of the Force across next five years. • Pay offer and job evaluation have been modernised, bringing salaries within the median for public sector to improve attraction and retention. • In addition to the new salary model, bespoke support and significant investment has been made to increase pay competitiveness across technical roles, securing critical technical skills and supporting Force change projects and programmes.

APPENDIX A

	<ul style="list-style-type: none"> • Focus on implementing a total rewards package and the establishment of a rewards panel to provide consistency, fairness and scrutiny to the allocation of market supplements, retention payments and other monetary related benefits. • The NPCC Diversity, Equality & Inclusion Strategy is incorporated into the DE&I Strategy with a delivery plan aligned to national workstreams as well as a bespoke positive action plan to support meeting diversity and volunteering ambition. • Use of agency / organisations to provide burst capability for technical skills. • Development of a bespoke framework to address workforce retention and attrition as well as implementation of the national leavers framework to act on exit and retention intelligence. • A comprehensive accelerated investigative improvement plan and associated workforce plan is in place with governance provided by the Investigative Capability Gold Group and Strategic Resourcing Board. • A focussed Capacity and Capability Meeting is in place to monitor, coordinate and agree operational resourcing solutions at tactical level. This provides a platform for early consultation on change to operating models and early understanding of capacity and capability impact. • Working Group established to manage Public Order resources. • Recruitment campaigns are mapped for the forthcoming year and shared with vetting to ensure demand can be effectively managed and met. A process to prioritise vetting applications has been implemented between People Department and vetting. Vetting resources are considered sufficient to meet ongoing demand and remain under close observation. • National and local consultation on the UK Supreme Court Human Rights Judgement. 	
Likelihood	3	12
Impact	4	

Overview of the RAG status of Strategic Risk – OPCC

LIKELIHOOD	Very High (5)				
	High (4)			(OPCC) Finance	
	Medium (3)				
	Low (2)			(OPCC) Partnership and Collaboration (OPCC) Public Confidence	
	Very Low (1)	(OPCC) Governance			
	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
IMPACT					

OPCC has identified risks in four thematic risk areas: Finance; Governance; Partnership and Collaboration; and Public Confidence

OPCC	Strategic Risk – Finance (OPCC) Government reduces funding to PCCs/Police Forces which results in a reduced service ability. The need to contain expenditure within available resources and enable Northumbria Police to police effectively.
Owner(s)	Chief Finance Officer – OPCC
Governance and Oversight	Joint Business Meeting/OPCC Business Meeting
Context	<ul style="list-style-type: none"> ▪ The review of the funding formula used by government to distribute grant funding to police forces in England and Wales may lead to a reduction in the percentage of central government police funding allocated to Northumbria. ▪ The PCC has a robust, balanced Medium-Term Financial Strategy (MTFS) that meets the medium-term financial plans of the Chief Constable and facilitates delivery against the Police and Crime Plan. ▪ The balanced nature is predicated by the risk of Home Office funding being guaranteed for one year only which requires an annual review of the MTFS and potential reprioritisation of spending plans. ▪ Affordability may also be affected by global cost pressures, government policy decisions, and cost of living increases that are not funded within the grant settlement; or changes in national interest rates driving up the cost of borrowing, leading to the necessity for efficiencies or reductions in services. ▪ Reserves policy is crucial to medium-term sustainability. ▪ In-year financial monitoring must be robust.
Current factors	<ul style="list-style-type: none"> ▪ Funding settlement 2025/26 remains one-year only with funding being below the level assumed with the previous MTFS and budget planning process, particularly with regards ongoing funding support for the 2024-25 higher pay award. ▪ Settlement 2025/26 has continued funding to support the Uplift programme. ▪ Following the change in Government during 2024 a one-year settlement was received for 2025/26, along with a pledge for a national 13,000 increase in resources to Neighbourhoods. ▪ New funding of £200 million nationally for the Neighbourhood Policing Guarantee (NPG) in 2025-26, but no information available for future years. ▪ CSR announcement in June 2025 did not provide any clarity on future government funding over the medium term, only high-level estimates of total police funding through to 2028/29, which included CT Policing, top-slice and Council Tax assumptions for which no detail was shared. ▪ National Insurance Grant for 25-26 will offset the majority but not all costs of higher employers NI costs. No detail provided on planned funding for future years and whether this will compensate further for pay inflation, NPG etc. ▪ Police Officer pay award has been agreed for 2025 at 4.2%. This is above the budgeted level of 2.5%. National funding announced of £120 million, but force level allocations yet to be confirmed. Police staff pay award has not been agreed, however, in previous years this has been aligned with the police officer award. Additional funding is expected to compensate forces in 2025/26 but the full year impact of the higher pay award in future years will be significant, and the extent to which additional funding will be made available for 2026/27 onwards is not known. ▪ At this time, the level of national funding in 2025/26 and the robust controls detailed below mitigate in the short term the consequence.

APPENDIX B

Potential consequence	<ul style="list-style-type: none"> ▪ Short notice change to national funding may require a change in short and medium-term force financial planning, including a need to deliver unplanned savings thereby impacting on service delivery. ▪ Any in-year or longer-term pressures or extraordinary events which become a forecast overspend must be addressed through consideration of in-year savings and efficiencies, potential use of relevant reserves and discussion with the CC. 	
Summary of Controls	<ul style="list-style-type: none"> ▪ Strategic engagement in respect of any proposed review of the funding formula. ▪ Transparent ownership of financial matters between the PCC and CC. ▪ Comprehensive approach using Priority Based Budgeting to identify areas of efficiency and investment, and an annual budget setting process. ▪ Well understood in-year financial monitoring and reporting governance. ▪ Medium- and long-term financial planning. ▪ Regular oversight of revenue and capital budget. ▪ Maintain adequate risk assessed reserves. ▪ Pay Inflation Reserve to mitigate impact of higher pay awards. ▪ Ongoing consultation, engagement and lobbying alongside and independently with the Police and Crime Commissioners Treasurers Society, NPCC Treasurers Group and the Home Office to influence funding for policing in the North East. ▪ Audit Committee/Internal Audit/Treasury Management strategy in place and outcomes reviewed by PCC. ▪ HMICFRS inspection regime. 	
Likelihood Impact	4 4	16

OPCC	Strategic Risk – Governance (OPCC) Existing arrangements for the PCC to carry out robust scrutiny and hold the Chief Constable to account for efficient and effective delivery of the Police and Crime Plan are ineffective or inconsistent.	
Owner(s)	Chief of Staff and Monitoring Officer	
Governance and Oversight	Joint Business Meeting/ Annual Scrutiny Programme/CC/PCC Governance Meeting/ JIAC/Police and Crime Panel/PCC/CC 1:1 Meeting	
Context	<ul style="list-style-type: none"> ▪ Ineffective governance, scrutiny, oversight of services and outcomes delivered and lack of reaction to organisational learning by Northumbria Police. ▪ Need to target resources and priorities towards changing performance/landscapes or community needs. ▪ Chief Constable setting high performance standards. ▪ Chief Constable leading a representative workforce that demonstrates the highest levels of integrity, fairness and respect towards others. ▪ Trust in the transparency of Northumbria Police. ▪ Effective governance includes oversight of complaints against Northumbria Police. ▪ Effective systems and controls to manage risk are needed to support the delivery of service. ▪ A strong relationship between the Office of the Police and Crime Commissioner and Force which is resilient to external factors. 	
Current factors	<ul style="list-style-type: none"> ▪ Understanding the governments approach to crime, policing and criminal justice including the review of police accountability and the current police reform programme led by the Home Secretary. 	
Potential consequence	<ul style="list-style-type: none"> ▪ Loss of public confidence. ▪ Reputational risk. ▪ A decline in quality and service delivery, leading to a reduction in public satisfaction with policing. ▪ Deteriorating performance resulting in policing priorities not being achieved. ▪ Poor relationship with Northumbria Police. ▪ Government intervention. ▪ Challenge by the Police and Crime Panel. ▪ Adverse external inspection reports, leading to recommendations and potential escalation. 	
Summary of Controls	<ul style="list-style-type: none"> ▪ Police and Crime Plan (regularly reviewed). ▪ Joint Business Meeting. ▪ Annual Scrutiny Programme. ▪ Provision of the complaints statutory review process. ▪ Public and partnership engagement - External Advisory Panel Framework ▪ PCC and Chief Constable 1:1s. ▪ Police and Crime Panel scrutiny. ▪ Scrutinising force response to HMICFRS inspection findings. ▪ Audit Committee, audit, annual governance statement, Internal Audit. 	
Likelihood Impact	1 2	2

OPCC	Strategic Risk – Partnership & Collaboration (OPCC) Reduction in or withdrawal of partnership working for the OPCC leading to a failure to identify, develop and retain collaborative arrangements that support communities with sustainable multi agency responses.	
Owner(s)	Chief of Staff and Monitoring Officer	
Governance and Oversight	Joint Business Meeting/VRU Strategic Board/Local Criminal Justice Board/ASB Strategic Board	
Context	<ul style="list-style-type: none"> ▪ Challenging budget and service pressures within partner organisations both in public and voluntary sector can lead to silo working. ▪ Potential for national issues and crisis to affect collaborative working. ▪ Requirement to retain engagement of the public as a partner. ▪ Ensuring external factors do not alter relationships preventing joint working. ▪ Clear outcomes not being identified and reported can risk sustainability and ongoing partner engagement. ▪ Uncertainty of long-term sustained resourcing to deliver current public health approach collaboration - Violence Reduction Unit and other joint projects including Victims Service Provision. 3 yr funding confirmed up to the end of March 2026. 	
Current factors	<ul style="list-style-type: none"> ▪ Current economic crisis and funding pressures on partners. ▪ Understanding the new governments approach to crime, policing and criminal justice. 	
Potential consequence	<ul style="list-style-type: none"> ▪ Reduced public confidence. ▪ Reduced opportunities for more efficient and effective services. ▪ Missed opportunities to prevent and reduce crime and disorder and maintain an efficient and effective Criminal Justice System. 	
Summary of Controls	<ul style="list-style-type: none"> ▪ Effective partnership/commissioning governance arrangements that identify and report outcomes and progress. ▪ Comprehensive public engagement and communication strategies to inform multi agency responses and effective scrutiny. ▪ Scrutiny of effectiveness of Force collaborative activity. ▪ Focus on accessing funds for collaborative working and lobbying government for sustained funding streams. ▪ VRU Strategic Board and Response Strategy. ▪ PCC chairs Local Criminal Justice Board and ASB Strategic Board. ▪ Collaboration and engagement with other PCCs, nationally and regionally. ▪ Comprehensive engagement and monitoring of commissioned services. ▪ Regular 'sector' engagement meetings with potential and current partners. 	
Likelihood	2	8
Impact	4	

OPCC	Strategic Risk – Public Confidence (OPCC) Loss of public confidence in the PCC resulting from a lack of engagement and communication, leading to a failure to reflect public priorities in the Police and Crime Plan. Failure to hold the Chief Constable to account on behalf of the public for delivery of their priorities or other statutory obligations.	
Owner(s)	Chief of Staff and Monitoring Officer	
Governance and Oversight	Joint Business Meeting/Annual Scrutiny Programme	
Context	<ul style="list-style-type: none"> ▪ A robust communications plan is needed to demonstrate effective and visible accountability of the Chief Constable to the PCC. ▪ Delivery of the Police and Crime Plan 2025-2029 alongside understanding and responding to changing community priorities ▪ Engagement with communities, through external advisory panels and the complaints process to respond to trends or concerns identified ensuring organisational learning. ▪ OPCC business must ensure compliance with legal, information management legislation, transparency guidance and the public sector equality duty. ▪ Continue to reassure communities through robust scrutiny of Northumbria Police and engagement with partners and communities. 	
Current factors	<ul style="list-style-type: none"> ▪ PCCs Police and Crime Plan ▪ Understanding the impact of the Supreme Court Ruling on legal definition of women. ▪ Role of events in the media and on social media in shaping public perceptions. ▪ HMICFRS PEEL assessment for Northumbria Police. 	
Potential consequence	<ul style="list-style-type: none"> ▪ Reputational damage. ▪ Police and Crime Plan and delivery not aligned to public priorities. ▪ Loss of trust/confidence in the PCC as a result of crime perceptions. ▪ Poor service delivery damages public confidence. ▪ Relationship with force and partners. ▪ Government penalties due to poor assessment results. 	
Summary of Controls	<ul style="list-style-type: none"> ▪ Police and Crime Plan (regularly updated to reflect emerging priorities). ▪ Annual Scrutiny Programme and quarterly OPCC service confidence in policing report from the PCC to the Chief Constable. ▪ Police and Crime Panel Scrutiny. ▪ Reporting back to the public crime data and on their concerns and progress towards the Police and Crime plan. ▪ External evaluations including impact of the VRU. ▪ Rolling programme of PCC engagement across demographics and issue based topics. ▪ Annual Report. ▪ Governance Framework. ▪ Annual Assurance Statement/Audit Committee/Internal Audit. ▪ OPCC website and social media. ▪ Data Protection Officer. ▪ Complaints review process. ▪ Service level agreement with Northumbria Police. ▪ External Advisory Panel Framework. 	
Likelihood	2	8
Impact	4	

NORTHUMBRIA POLICE**JOINT INDEPENDENT AUDIT COMMITTEE****26 NOVEMBER 2025**

EMERGENT INTERNAL AUDIT PLAN 2026/27–2028/29

REPORT OF INTERNAL AUDIT MANAGER

1 Purpose of the Report

- 1.1 The purpose of this report is to present to Committee the emergent Internal Audit Plan 2026/27-2028/29 to allow sufficient time for consultation prior to the presentation of the proposed plan to Committee in February 2026.
- 1.2 Members will be aware that the arrangement with Gateshead Council for provision of Internal Audit services ends with the 2025/26 audit year, and it is likely the new contractor will propose its own coverage, so this report is for information and discussion only, and to help inform the Committee's input into that process

2 Background

- 2.1 Global Internal Audit Standards in the UK Public Sector (GIAS) outline that the Internal Audit Manager must establish a risk-based plan, consistent with the organisation's goals, taking into account the organisation's risk management framework, input from senior management and the Committee. The plan should remain flexible in both content and timing to respond to changes in the organisation's business, risks, operations, programs, systems and controls.
- 2.2 The risk-based plan must take into account the requirement to produce an annual audit opinion on the assurance framework. It must be linked to a strategic statement of how the internal audit service will be delivered and developed in accordance with the Internal Audit Charter and how it links to the organisation's objectives and priorities outlined in the Police and Crime Plan.

3 Approach

- 3.1 The current three-year Internal Audit Plan was agreed by Committee on 24 February 2025. This forms the basis of the annual review with the Internal Audit Plan being rolled forward for an additional year and will be assessed against the following factors by the Internal Audit Manager:
 - Objectives of the Police and Crime Plan

AGENDA ITEM 07.

- The risks documented in the strategic risk register
- Findings and outcomes from audits carried out during 2025/26
- The outcomes of external inspections and other combined assurance e.g. External Audit or HMICFRS
- Any relevant changes in legislation or regulatory requirements
- Time elapsed since previous audits
- Any known emerging risks

3.2 To support the annual review the Internal Audit Manager also consults with Chief Officers and the Committee to ensure all significant changes or risks to the organisation have been identified and included within the scope of the Audit Plan. This consultation also includes identifying suitable audit approaches to gain appropriate assurance while remote working.

3.3 As with previous years, to strengthen the annual review of the Internal Audit Plan, the emergent plan is shared with the Committee prior to discussions taking place with senior managers.

3.4 There have been no changes to the previously presented plan.

3.5 The emergent Internal Audit Plan 2026/27-2028/29 is attached at Appendix A for review and comment.

4 Equal Opportunities implications

4.1 It is considered that there are no equal opportunities implications arising from the report.

5 Human Rights implications

5.1 It is considered that there are no human rights implications arising from the report.

6 Risk Management implications

6.1 There are no additional risk management implications arising directly from this report. The emergent audit plan supports the adequate and appropriate use of resources.

7 Financial implications

7.1 There are no financial implications directly arising from this report

8 Recommendations

8.1 The Committee is asked to review and comment on the emergent Internal Audit Plan 2026/27-2028/29.

Internal Audit Emergent Plan 2026/27 – 2028/29

Risk	Frequency	Audit Area	2026/27	2027/28	2028/29
		Police & Crime Commissioner			
High	Annual	Treasury Management	80	80	80
High	Annual	Grant Distribution	50	50	50
		Chief Constable			
		Digital Policing Audits			
High	Annual	DP Information Security	60	60	60
High	Annual	DP Vulnerability Scanning and Patch Management	40	40	40
High	Annual	DP IT Resilience (Cloud, Data Centres, Disaster Recovery)	60	60	60
High	Annual	DP Asset Management (Hardware, Software, Certificate Management)	60	60	60
Medium	Biennial	DP Change and Configuration management	60		60
Medium	Biennial	DP IT Governance - (Information Governance, Risk Management)		60	
		Departmental Audits			
Annual	Annual	Police Charities Fund	40	40	40
Medium	Biennial	Asset Management		100	
Medium	Biennial	Fleet Management	70		70
Medium	Biennial	People Services & Development		100	
Medium	Biennial	Legal & Insurance Arrangements	90		90
Medium	Biennial	Firearms Licencing	90		90
		Theme Based Audits			
High	Annual	Property	120	120	120
High	Annual	Programme/Project Management	40	40	40
New	Annual	Equipment Servicing and Compliance	50	50	50
Medium	Biennial	Vetting	70		70
		Combined Areas			
		Financial Systems			
High	Annual	Creditors	70	70	70
High	Annual	Procurement	70	70	70
High	Annual	Payroll & Pensions	100	100	100
High	Annual	Main Accounting System	50	50	50
High	Annual	Budgetary Control	50	50	50
Medium	Biennial	Employee Claims		60	
Medium	Biennial	Debtors	70		70
		Other Combined Areas			
High	Annual	Governance	50	50	50
High	Annual	Information Governance & Data Security	80	80	80
High	Annual	Annual Governance Statement - Review of Managers' Assurance	100	100	100
Medium	Biennial	Cash Advances & Income Arrangements	60		60
Medium	Biennial	Risk Management & Business Continuity Arrangements		90	
Medium	Biennial	Health & Safety	60		60
Medium	Biennial	Performance Management & Data Quality	60		60
Medium	Biennial	VAT		50	
Medium	Biennial	Complaints		100	
Medium	Biennial	Counter Fraud & Corruption Arrangements		60	
Medium	Biennial	Equality & Diversity	50		50
Medium	Biennial	Key Partnerships - NEROCU	50		50
		Other			
		Sub Total	1,900	1,790	1,900
		Follow Up & Contingency	70	70	70
		General Advice, Consultancy & Systems Review	150	150	150
		Joint Independent Audit Committee - Preparation & Support	120	120	120
		Total Hours	2,240	2,130	2,240