NORTHUMBRIA SERIOUS VIOLENCE RESPONSE STRATEGY 2024 - 2029



Gateshead





Northumberland

POLICE







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ACKNOWLEDGEMENTS

WOULD PARTNERS LIKE CSP LOGOS INCLUDED OR JUST THE LA AS SHOWN BELOW?

Thank you to the following partners for contributing to the development of this strategy, which sets out our shared commitment and approach to tackling serious violence across Northumbria.

















South Tyneside Council

03 | RESPONSE STRATEGY 2024-29

INTRODUCTION

Across Northumbria we are committed to adopting a public health approach to tackling serious violence. Violence is a symptom, often an outcome of the build-up of a number of different factors, requiring a range of different solutions and approaches. Since 2019 Northumbria has been working collaboratively to:

- Better understand what serious violence looks like across Northumbria.
- Test and adapt approaches to tackle serious violence.
- Develop and maintain strong links with key partners.
- Work towards applying a whole system approach to tackling serious violence and wider vulnerability.

The Northumbria Serious Violence Response Strategy 2024-2029 sets out our approach to continuing this work over the next five years. The strategy outlines five key priorities to take this work forward as well as the challenges we face and the measures we are committed to achieving to meet our aims.

Our vision is that Northumbria is a place where individuals, families and communities thrive, making the most of opportunities to live, learn and work, free from the fear of violence.

The VRU as system leaders led several Serious Violence Duty Consultation Workshops and two Theory of Change development sessions throughout September 2023, which brought together specified authorities and partners from different disciplines to contribute to the development of key priorities and actions to address serious violence at a local level, advocating place- based approaches to tackling serious violence. The workshops identified 5 key priority areas which are underpinned by localised action plans, which each Community Safety Partnership will monitor as part of their commitment to addressing serious violence as part of their statutory responsibilities under the Serious Violence Duty.

The priorities outlined below have been designed to address the findings of the strategic needs assessment. The actions under these will likely develop over the period of the strategy in accordance with identified need. This will also include learning from partners nationally in other VRUs that contribute to the evidence- base to tackle serious violence.

- 1. Create stronger systems to address serious violence.
- 2. Data, evidence, information sharing and evaluation.
- 3. Prevention and Early Intervention.
- 4. Criminal Justice and Enforcement.
- 5. Supporting communities through communication, engagement, and reassurance.

THEORY OF CHANGE

We developed a Theory of Change with partners to define milestones, determine outcomes and evaluate impact. Our Theory of Change guides the development of this strategy:

01 > DEFINITION OF SERIOUS VIOLENCE

"The intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation."

02 > RATIONALE

- Increased prevalence of serious violence across Northumbria.
- Co-ordinate a strategy and intervention activity.
- Tackling serious violence and its root causes improves health and wellbeing, along with wider positives for the economy and society.
- Continue to promote and adopt a public health approach to tackle serious violence and addressing the root causes to prevent it from happening in the first place.
- Maximise limited resources to address serious violence.
- Co-ordinate data and intelligence to identify need and target resources.
- Requirement to convene a Northumbria approach as part of the Serious Violence Duty.

03 > BENEFICIARIES

- Communities
- Families
 Children and young people
- Statutory Services

- Businesses Individuals
- Victims of serious violence

04 > INPUTS

- Funding (e.g. Home Office funding)
- Staffing VRU staffing structure, additional labour support and SPOCs within specified authorities.
- Strategic governance via SVRB Board.
- SVR Delivery Group (operational delivery support for the SVR Board).
- Existing partnerships, including in the 6 Local Authority areas.
- Existing needs assessment and identification of 'hot spot' areas demographics.
- Data and Insights Group supported by a Data Hub.
- Resources such as IT, work spaces and equipment.

05 > ACTIVITIES

- Commission and deliver interventions, including 6 CSP seasonal violence plans.
- Quarterly performance management of interventions and associated serious violence activity.
- Co-produce a Northumbria-wide Needs Assessment.
- Develop and embed revised governance arrangements.
- Share messaging via education, social media, campaigns and community engagement.
- Shared learning locally, regionally and nationally.
- Continued implementation and promotion of a public health approach to tackle serious violence.
- Regular contact with identified partnerships and networks.
- Develop and implement effective information sharing processes.
- Annual internal and external evaluation of progress and impact.

05 | RESPONSE STRATEGY 2024-29

THEORY OF CHANGE

06 > OUTPUTS

- Revised 5-year Northumbria Serious Violence Reduction Strategy.
- Agreed quarterly performance reporting frameworks.
- Co-produced Serious Violence Needs Assessment.
- Embedded communication & community/partnership engagement plan.
- A programme of serious violence interventions with a clear commissioning framework.
- A range of co-produced education resources.
- Initiatives to improve responses to DA Perpetrators
- Embedded homicide near miss process.
- Revised information sharing arrangements including expanded use of the Serious Violence datahub.
- Annual training and awareness programme agreed with increased exposure to new opportunities.

07 > OUTCOMES

- Reduction in Homicides, knife enabled serious violence and knife enabled hospital admissions.
- Improved and sustained engagement in serious violence interventions.
- Established multi-agency data and intelligence processes.
- Established and effective governance framework for serious violence.
- Collective decision making and shared problem solving.
- · Clear referral routes for individuals and families to access interventions.
- Public health approach to tackle serious violence is embedded across Northumbria.
- Improved engagement with communities & young people with clear, consistent messaging.
- Collaborative approach to commission services to support communities and reduce vulnerability.
- Improved and sustained partnerships across Northumbria.
- Improved understanding of what works and a greater evidence base of impact.
- The escalation of harm is prevented.

08 > IMPACT

- Reduction in Violence
- Hotspot areas targeted and review process defined and monitored

Success for Participants of targeted interventions;

- Improve wellbeing and self-esteem
- Reduce harm, offending and risk
- Access support services
- Improve peer and family relationships

GOVERNANCE & INTERDEPENDENCIES

WHERE SHOULD NORTHUMBRIA POLICE AND THEIR REVISED DELIVERY MODEL FIT IN THE TABLE BELOW?

Governance Arrangements:



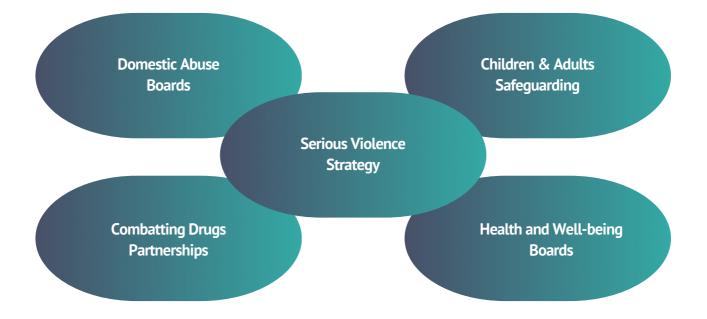
In Northumbria, the Serious Violence Delivery Group has been established to provide oversight and governance in delivering the aims and objectives of the Northumbria Serious Violence Response Strategy. This Group supports the implementation of the Serious Violence Duty for specified authorities and will monitor performance of interventions and report to the Strategic Board. This group will contribute to the delivery and implementation of this strategy by capitalising on existing local arrangements to ensure partners work effectively across the system to avoid duplication.

To support our governance arrangements, there are two thematic working groups which will contribute to the success of achieving our identified priorities.

Each of the thematic groups have an agreed Terms of Reference and there is representation from each of the specified authorities on the Groups, which include:

- Data and Insights Group -has led the planning and co-ordination of the Strategic Needs Assessment including information sharing arrangements to obtain relevant datasets from partners.
- Engagement Group has developed an Engagement and Communication Framework to ensure engagement work with individuals, families and communities is co-ordinated across the six local authorities.

GOVERNANCE & INTERDEPENDENCIES



This strategy and its priorities will interface with other partnerships and will need to compliment their strategic plans. Through delivery of the duty there is a need to maximise the resources available across Northumbria as well as explore opportunities to identify and apply good practice to address wider vulnerability, as well as explore the feasibility of mainstreaming interventions and practices that can make the most impact.

SERIOUS VIOLENCE IN NORTHUMBRIA

Within Northumbria, we have adopted the World Health Organisation's definition of serious violence:

The intentional use of physical force or power threatened or actual, against oneself, another person, or against a group or community, that either result in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation.,

(World Health Organisation, 2002)

The definition was agreed to include the following crime types:

- Homicides
- Attempted murder
- Rape
- Sexual assault
- Robbery
- Assault with injury

Domestic abuse related offences account for a third of all serious violence across Northumbria. The impact of domestic abuse can be felt across all communities and approaches respond to this issue are varied and complex. This strategy seeks to interface with the existing partnerships and approaches across Northumbria complementing existing activity and supporting the development of interventions and emerging practice. A separate Northumbria VAWG strategy (include link) which delivers the statutory duties under the Domestic Abuse Act 2021.

IMPLEMENTING THE DUTY

An overview of the Serious Violence Legal Duty:

01 > WHAT IS THE SERIOUS VIOLENCE LEGAL DUTY

The Government introduced the Duty through the Police, Crime, Sentencing and Courts Act 2022 (PCSC), alongside Serious Violence Reduction Orders (SVRO's) and Homicide Reviews.

The Police Crime Sentencing Court Act amends the Crime and Disorder Act 1998 to include a requirement for Community Safety Partnerships to formulate and implement a strategy – making Serious Violence a statutory priority. The Duty requires specified authorities to work together to prevent and reduce serious violence within their local areas.

The Duty places a twelve-month timeframe to fulfil the requirements set out to implement the Duty by January 2024.

02 > WHY IS IT NEEDED?

Serious violence impacts on the lives of individuals and communities with long lasting consequences and is causing widespread public concern. In April 2018, the Government published its Serious Violence Strategy setting out an ambitious programme of work to respond to increases in knife crime, gun crime and homicide. The Government's Strategy places a strong emphasis on a 'whole systems approach' to preventing serious violence by focusing on early intervention and prevention to tackle the root causes of violence and prevent young people from getting involved in crime in the first place. The Violence Reduction Unit, established since 2019, takes a public health approach and has been able to bring much needed funding to the region to support this agenda alongside Police Operational GRIP funding, forging strong partnerships to tackle serious violence.

03 > WHO IS THE SPECIFIED AUTHORITY?

The following authorities are all subject to the duty:

- Police
- Local authorities
- Youth Justice
- Fire and Rescue
- Health authorities
- Probation
 - Educational settings and prison / youth custodial institutions will be under a separate duty.
 - There is a requirement to consult with such institutions within their geographical area to work together to establish the local strategic needs assessment to develop and publish a local strategy.

04 > WHAT DO WE NEED TO DO?

The Northumbria VRU, as system leaders, have received approval from CSPs to coordinate the regional response to the Duty and in doing so support specified authorities to prepare, and or consider their role in the following:

- Serious Violence Needs Assessment (VRU led).
- Serious Violence Strategy (VRU led)
- Compliance who must comply with the duty.
- Planning and collaboration within existing multi-agency arrangements.
- Engagement with local policing bodies, violence reduction units and the voluntary and community sector.
- Develop locality based Action Plans to respond to Serious Violence.
- Monitoring and evaluating the implementation of the duty.

IMPLEMENTING THE DUTY

05 > WHAT IS HAPPENING NOW?

Through CSP Board meetings Specified Authorities were consulted with and agreed that the VRU would lead on the response to the Duty. We are in the process of consultation and engagement sessions with partners and key organisations such as educational settings, prisons and custody-based provision covering adults and children to inform our response to tackle serious violence. The Home Office commissioned CREST Advisory to evaluate our ability within the region to implement the Duty we were rated as 'Mature' meaning that our current understanding of violence and how to respond are good. As we continue on with our evidence based and data led approach, CSP Leads are helping us to coordinate all locality based responses. Each specified and relevant authority will be working to understand and strengthen their organisations delivery of the Duty and in doing so will contribute to the overall partnership Strategic Needs Assessment, Strategy, and their accountability for the Action Plan.

06 > MORE INFORMATION:

- The Serious Violence Legal Duty
- Northumbria VRU Briefing Pack

The Northumbria Violence Reduction Unit have been tasked by specified authorities to undertake a convening role to co-ordinate and implement the Serious Violence Duty across Northumbria.

This was achieved by adopting the 5 C's Framework which is a set of principles for multi -agency partnerships to prevent serious violence at a local level and aims to promote a public health approach to violence reduction through embedding a whole systems approach which include:

- Collaboration with specified authorities and key partners
- Co-production with young people and local communities
- **Co-operation** improving the collection and sharing of data though the Data Working Group
- **Counter narrative** create opportunities to divert people from serious violence through commissioned interventions.
- **Community consensus** empowering communities to take a place-based approach to tackling serious violence

ADOPTING A PUBLIC HEALTH APPROACH

We are committed to adopting a public health approach to tackling serious violence. The principles of a public health approach provide a useful framework to develop approaches which consists of 4 key functions:

Define the Problem - through systemic data collection which will be supported by the development of our Northumbria Violence Reduction Datahub which collates data from a range of partners, including police health, Fire and Rescue local authority datasets and provides insight into trends of violence in local communities.

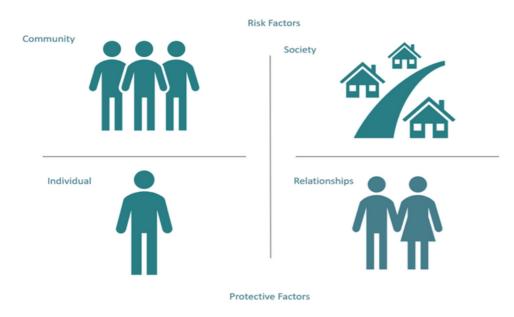
Determine Risk and Protective Factors - conduct research to find out why violence occurs and who it affects within local communities by working with people with lived experience to co-produce responses that will reduce the risk factors associated with serious violence.

Determine what works – by continuing to work with partners to develop and joint commission evidence -based primary, secondary and tertiary interventions that impact on those most at need.

Implement – scale up effective and promising interventions and evaluate their impact and cost effectiveness. Rocket Science have been commissioned to provide impact evaluations on a number of interventions to contribute to a national evidence-base as part of the Youth Endowment Fund Toolkit.

We know that Serious violence cannot be tackled in isolation and must be addressed through prevention strategies which address multiple **risk factors** which cause violence and promote **protective factors**.

Risks are factors that can predict an increased likelihood of violence occurring such as unemployment, poverty, unstable housing, homelessness, social isolation, stigma. Protective factors are those that reduce the likelihood of violence occurring in the first place, for example doing well at school, healthy relationships, positive role models, academic support, employment opportunities. These are broken down into different categories shown below:



ADOPTING A PUBLIC HEALTH APPROACH

Individual:

Risk factors at an individual level include psychological such as behavioural disorders, low selfesteem and being socially isolated. Education and Employment such as Not in Education, employment or training, exclusions, low educational attainment, and truancy. Behavioural risk factors include involvement in the criminal justice system and risk-taking behaviours such as substance misuse issues.

Relationships:

Personal relationships such as family, friends, intimate partners, and peers may influence the risks of becoming a victim or perpetrator of violence. For example, having violent friends may influence whether a young person engages in or becomes a victim of violence.

Communities:

Community and societal risk factors exist in local communities often in which social relationships occur, such as schools and neighbourhoods. Risk factors may include the level of unemployment, deprivation, and the existence of a local drug supply.

Society:

Societal factors influence whether violence is encouraged or inhibited, such as social and cultural norms within local communities which may endorse violence as acceptable.

Public health approaches use different types of interventions based on their target population. These include:

Primary Prevention	Universal, aimed at the general population.	
Secondary Prevention	To identify characteristics indicating greater risk for particular individuals.	
Tertiary prevention To prevent identified problems from continuing by providing targeted interventions.		

The **<u>Youth Endowment Fund toolkit</u>** provides a range of evidence-based interventions across each of the prevention tiers.

WHAT OUR DATA TELLS US

INLCUDE LINK TO SNA EXEC SUMMARY AT BOTTOM OF PAGE

Over the last 12 months, serious violent crime has risen by 4 % and knife enabled serious violence has increased by 12%. Hospital admissions due to a sharp object has seen a decrease of 11% and there has been a 28% reduction on homicides.

Measure	2022	2023	% Difference
Homicides	25	18	-28%
Serious Violence	22,857	23,757	+4%
Knife Enables Serious Violence		1130	+12%
Hospital Admissions for assault with a knife or sharp object		131	-11%

The map below provides an overview the types of violence and the number of crimes within each local authority area:

Gateshead:

- 3174 total recorded violent crimes, an increase of 179.
- 149 knife related crimes (+31)
- 3 homicides (+1)
- 18 hospital admissions for assault with a sharp object.
- 168 robberies, 42 knife related.

Newcastle:

- **6697** total recorded violent crimes, a decrease of 104.
- 335 knife related crimes (+9)
- 5 homicides (-2)
- 39 hospital admissions for assault with a sharp object.
- 468 robberies, 109 knife related.
- 5446 domestic abuse crimes (+1.1%)

North Tyneside:

- 2805 total recorded violent crimes, an increase of 218.
- 116 knife related crimes (+10)
- 4 homicides (+1)
- 22 hospital admissions for assault with a sharp object.
- 102 robberies, 31 knife related.
- 3480 domestic abuse crimes (+8.1%)

Northumberland:

- 4078 total recorded violent crimes, an increase of 225.
- 125 knife related crimes (+8)
- 4 homicides.
- 25 hospital admissions for assault with a sharp object.
- 90 robberies, 23 knife related.
- 4503 domestic abuse crimes (+2%)

South Tyneside:

- 2435 total recorded violent crimes, an increase of 220.
- 97 knife related crimes (+27)
- 1 homicide (-1)
- 11 hospital admissions for assault with a sharp object.
- 79 robberies, 20 knife related.
- 3198 domestic abuse crimes (+6.1%)

Sunderland:

- 4568 total recorded violent crimes, an increase of 147.
- 190 knife related crimes (+33)
- 1 homicide (-6)
- 16 hospital admissions for assault with a sharp object.
- 202 robberies, 48 knife related.
- 5809 domestic abuse crimes (+2.4%)

The annual Strategic Needs Assessment will provide a range of recommendations which will be used to support the development of local action plans. Further information can be found within the Strategic Needs Assessment.

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LOCAL ACTION PLANS

Northumbria:

INCLUDE LINKS TO LOCAL ACTION PLANS?

North Tyneside

> South Tyneside

Sunderland

Newcastle

Gateshead

Northumberland

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WHAT DOES SUCCESS LOOK LIKE?

OVERARCHING OUTCOMES:

A reduction in Homicides. A reduction in knife Enabled violence. A reduction in hospital related admissions due to a knife or sharp object.

STRATEGIC PRIORITIES:

Create stronger systems to address serious violence:

We are committed to implementing a whole systems approach to tackling serious violence. We will create stronger systems which will bring stakeholders together from a broad range of backgrounds and disciplines to jointly develop and take ownership of preventing serious violence.

- Established and effective governance framework for serious violence.
- Collective decision making and shared problem solving.
- Public health approach to tackle serious violence is embedded.
- Collaborative approach to commission services to support communities and reduce vulnerability.
- Improved and sustained partnerships across Northumbria.

Data, evidence, information sharing and evaluation:

Effective use of data and intelligence are critical to understanding the nature of serious violence and has the potential to transform both our response and the impact we can have. Being data informed allows us to target resources in 'hot spot' areas and to those most in need of an intervention. By using data in this way, we can use public health approaches to commission interventions delivered at population level and carry out evaluations which will contribute to the evidence-base for tackling serious violence.

- Established multi-agency data and intelligence processes.
- Improved understanding of what works and a greater evidence base of impact.

Prevention and Early Intervention:

Violence is a symptom of wider vulnerabilities, if we can prevent and disrupt at the earliest opportunity there is a greater chance of improving the life chances for our most vulnerable communities and individuals.

- Improved and sustained engagement in serious violence interventions.
- Clear referral routes for individuals and families to access interventions.
- The escalation of harm is prevented.

WHAT DOES SUCCESS LOOK LIKE?

Criminal Justice and Enforcement:

Enforcement activity remains a component of the overall strategy as a complementary element of the approach to tackling serious violence in local communities. It is essential that we pursue, disrupt,

and prosecute those who commit serious violent crimes, ensuring an effective policing and criminal justice system response.

- Evidence based targeted enforcement action across hotspot locations.
- Creative use of orders and powers to disrupt, deter and reduce serious violence and wider criminal exploitation.
- Clearer pathways for offenders to access behaviour change and restorative processes.

Supporting communities through communication, engagement, and reassurance:

We aim to understand what causes violence and inform members of the public and key partners on the impact and experiences of violence across the Northumbria Police Force Area by establishing communication channels with local communities and provide reassurance that we are working to tackle serious violence.

- Improved engagement with communities and young people.
- Clear and consistent messaging on our approach to tackling serious violence.

Short Term	Marked reduction in violence in hotspot areas.	
Medium Term	 Collaborative approaches to tackling violence in place and resources pooled. 	
Long Term	ng TermCo-produced services established.Violence is reduced.	

IMPACT

SERVICE USER IMPACTS

- Improved self-awareness and self-esteem of those engaged in interventions.
- Reduced risk of offending and harm.
- Increased and sustained access to support services.
- Improved.

WHAT DOES SUCCESS LOOK LIKE?

KEY CHALLENGES:

- The Sharing of data and intelligence, particular health data.
- Engagement with education and diverse communities such as has faith based or BAME.
- Sustainability of interventions that work with reduced budgets.
- Uncertainty of VRUs beyond 2025
- The ability to identify and measure sustained outcomes from primary prevention Interventions will take time to achieve and need to be part of a long-term plan.
- Measuring impact, The challenge will be to continually develop approaches to highlight impact locally as well as reiterate the importance or targeted early intervention.

COMMUNICATION & ENGAGEMENT

We have developed a Communications and Engagement Plan that focuses on keeping partners and members of the public informed of activity. The table below outlines how each communications channel will be used to promote the work of the VRU.

Inform	Provide communities and partners with information on understanding the impact and consequences of Serious Violence, and any opportunities to tackle the problem in communities.	
Consult	Consulting with communities to obtain feedback through clearly defined channels, listening to concerns and aspirations and gathering information.	
Involve	Involve communities by working directly with them through processes to ensure there is a common understanding of the issue and that community views, concerns and aspirations are reflected in the development of options or approaches.	
Collaborate	Collaboration is working in partnership with communities as a team, incorporating their input and advice, jointly formulating solutions and/or options, and sharing agenda setting and deliberation of issues.	
Empower	Empowering is about placing final decision-making in the hands of the community - the community decides what will be implemented.	

Through these channels, we aim to understand what causes violence and inform members of the public on the impact and experiences across the Northumbria Police Force Area. We have therefore identified the following actions:

1	Continue to review our Communication and Engagement Plan to ensure clear and consistent messaging around series violence is delivered to target audiences.
2	Continue to co-produce campaigns to reflect the views of our target audience and to ensure the delivery of key messages through the communication channels they use most.
3	Build on our Engagement Working Group, which already features engagement leads from across the six Local Authority areas, by extending the membership to the VCS, ensuring the views of partners and the wider public are included in all aspects of our work.
4	A key focus on engaging with diverse communities such as has faith based or BAME.

APPENDIX 1: CONSULTATION THEMES

Serious Violence Legal Duty Consultation

Please find below the key themes from the consultation.

- Partnership collaboration already done well, but most think it could be improved with communication around roles of each partner and data sharing/information between partners.
- Prevention, early intervention, and deterrence was a consistent theme in preventing/ tackling serious violence across the region.
- A need for increased funding/resources across the partners with many citing a short fall in staff/funding.
- Partners should be evidencing their work and impact.
- Top 5 priority crimes Attempted Murder, Rape, Attempted Murder with a Knife, S.47 Assault with Injury, Rape with a Knife.

Neighbourhood Police Teams Survey:

- Neighbourhood Police Teams felt serious violence had either stayed the same or gotten worse due to more instances of knife crime and young people carrying weapons, ASB, gang related activity and drugs.
- ASB Youth was the main type of violence seen in the past 6 months, with more youth services identified as a need.
- The main drivers of violence identified were drugs, alcohol, mental health, social media, and peer pressure.

Young Person's Survey on Knife Crime and Feelings of Safety:

- Young people told us that they mostly feel safe during the day.
- However, their feelings of safety dropped significantly after dark due to seeing gang activity or large group gatherings, alcohol and drugs, unlit areas of local streets, parks and woods, ASB and the fear of other young people carrying knives.
- The majority of young people said they had not carried a knife or weapon but felt that it was becoming an issue in some areas.

Focus group at Wetherby Youth Offending Institute engaging Young People incarcerated due to serious violence or knife crime:

• Young people said more learning is needed around other potential weapons, not just knives – "tools such as screwdrivers and wrenches could be used as weapon".

APPENDIX 1: CONSULTATION THEMES

- They said having had time to do a lot of thinking; they believe that if you take a knife out of the house, you have an intention to hurt someone, whatever the reason may be such as fear, protection, to fit in etc...
- They felt fear and peer pressure were behind most actions but also said there was a lack of support for young people – "Even when you're at school, they don't help you if you get kicked out. People think what's the point; nobody is going to help me."
- A general feeling amongst the young people were if they were to see a doctor studying for 10 years only to end up in student debt but the local drug dealer who is not much older than them is driving around in a Rolls Royce, the latter would be more appealing.
- They felt diversionary activities were a must and something that wasn't readily available to them "boxing clubs should be available in every area".
- Having the opportunity to talk to people with lived experience such as those who have already been to prison or arrested for knife crime was discussed at length "They could talk to young people and change their point of view about carrying knives".
- In a discussion around Joint Enterprise, the young people thought that "In some cases it's pointless as you never know what someone's true intentions are, they might just be there, be innocent and feel they can't move."
- When asked what they think would stop young people carrying knives, they said "Take people into prisons to show them" and "Forget about your friends, they might push you to do it, but they are not really there for you. It's your family that matters – all I think about is my family."

NORTHUMBRIA RESPONSE STRATEGY 2024-29

WHAT SPECIFIC LINKS WOULD PARTNERS LIKE ON BACK COVER FOR CSP WORK/SOCIALS?



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