



Outline Specification for a partnership grant agreement for lead providers/consortium to pilot Specialist Domestic Abuser Advisors on the Control Room Risk Management Desk (July 2021 - March 2022)

Section 1: Background

Following cessation of the DVSA car model in 2019, a time-limited pilot was run in the latter half of 2020-21 to test out a control room model of domestic abuse support to those calling the police at a time of crisis. This involved Northumbria Police directly employing a domestic abuse specialist support advisor (DASSA) into each of the two control rooms (North and South). The approach has been reviewed and the pilot concluded on 31st March 2021. The evaluation of the previous DVSA car model highlighted the importance of victim/survivors being given the opportunity to engage directly with an experienced worker from a specialist domestic abuse service in order to receive early help, advice and support. This means a model of advice and support at the point of crisis has now been tested in Northumbria through:

- a) DVSA Car with face-to-face engagement / support provided by staff from specialist DA services; and
- b) DASSA Control Room model with telephone engagement, advice and onward referral from police employed staff

In late 2020-21, Northumbria Police introduced a Risk Management Desk (RMD) into their two control rooms which has added a new dimension to police responses around risk and vulnerability. Police officers on the RMD contact any victim who is not getting an immediate police response in order to “re-THRIVE¹” them (i.e. prior to police attendance) to ensure that:

- The assessment of risk is up to date
- Safeguarding advice is bespoke to the victim’s changing circumstances
- Any delays which cannot be immediately resolved are applied based on the fullest, most up-to-date objective information and intelligence
- The victim is kept engaged, with the longer term result that it helps keep the victim safe.

Section 2: Specifics of the Project

The RMD in each control room now provides an opportunity to deploy Specialist Domestic Abuse Advisers (SDAAs) to work alongside officers on the RMD to help improve responses to domestic abuse victims calling the police in a time of crisis. This approach has applied the learning and best practice elements of the previous DVSA car and the DASSA models i.e.:

- a) **Direct advice and support from an experienced worker from a specialist DA service** (e.g. IDVA qualified, Women’s Aid equivalent etc.); increased chance of take-up of specialist support; and joint working between police and DA specialists; and
- b) **Control room based model to allow swifter access to a greater number of victims than a physical deployment.**

When a Police Officer on the RMD re-contacts a domestic abuse victim/survivor and re-THRIVES them, this pilot will give the police officer the option to offer the victim the opportunity to speak to

¹ THRIVE stands for Threat, Harm, Risk, Investigation Opportunities, Vulnerability of the victim and the Engagement level required to resolve the issue.



the independent domestic abuse specialist sitting alongside them who can discuss their situation, their needs, provide trauma-informed advice, and access to on-going support.

The aims of the pilot will be to:

- Increase victims' access to specialist domestic abuse advice at a time of crisis;
- Offer the victim the opportunity to speak to a DA specialist who will listen, believe and validate their experience;
- Increase victims' understanding of what specialist support services can offer through their trauma-informed and needs-led approach;
- Gather information that helps ensure police assessments of risk are accurate and up-to-date
- Enhance the safeguarding advice offered ensuring it is bespoke to the victim's changing circumstances and is needs-led not just risk-based;
- Increase satisfaction levels with the service that victims receive, having called Northumbria Police;
- Contribute towards reducing the number of repeat victims by increasing the opportunity to engage with specialist services at a point of crisis,
- Contribute towards maintaining victim engagement through the evidence gathering and early criminal justice phases of the criminal justice process;
- Contribute towards an increase in the number of early guilty pleas;
- Help better identify legitimate victims in cases where it may be unclear who is doing what to whom;
- Assist in identifying information that will help: address perpetrator harm; manage risk to the victim (and children); and safety plan to reduce risk of further harm.
- Increase opportunities for: earlier engagement; and referrals into specialist services to help victims begin their journey to cope and recover;
- Increase Northumbria Police's understanding of and knowledge of domestic abuse and support available to victims

Due to the co-location there will be an expectation that the SDAAs will share their domestic abuse knowledge with the police officer(s) on the RMD. They will be able to share with them an understanding of the victim perspective when the police re-THRIVE the incident thereby enhancing learning for Northumbria Police and vice-versa. Furthermore, there may also be scope for the SDAAs to deliver awareness training to wider control room staff.

The sharing of multi-disciplinary skills will create a more dynamic approach and ensure that assessments of risk, vulnerability and need are enhanced

- Co-working alongside a police officer would assist should there be any victim disclosures that may result in the need for direct police advice, or the need to provide evidential statements for court
- The IDVAs / DA specialists have extensive networks of other help and support agencies with whom they engage on a daily basis in their substantive roles. These organisations can help meet the wider needs of DA victims and so DA specialists are able to describe the wider support offer. They also have access to Routes to Support (the national network of refuge provision).



This style of engagement from the SDAA's will help ensure the victim receives early intervention opportunities as it will connect the victim to expert advice which then increases the chances that victims will engage in longer term cope and recovery services.

The project will be overseen by a project steering group which will meet to review progress and collate performance management information. Representatives from the successful organisations will form part of the steering group along with Northumbria Police and the Office of the Police and Crime Commissioner for Northumbria (OPCC).

Section 3: Funding

The OPCC wishes to grant fund the delivery of the SDAA project. Funding is currently available to pilot this approach from July 2021-March 2022 to ascertain the demand and impact of the SDAA pilot across Northumbria. There may be potential for further extension after March 2022.

Funding will be to cover:

- an inflated hourly rate² for staff working shifts on the rota. This must cover the overtime staffing costs, any on-costs and management costs; and a brief 'check-in' phone call the following day to any victims who consented to a referral to specialist support while the staff were on shift);
- costs to the lead providers for the pilot scheme co-ordination which covers: managing the rota; developing an information pack that sets out the specialist support offer/key contact info for their control room area; agreeing the referral process into other specialist services; and collating and analysing data on outputs and outcomes for the bi-annual outcomes report.

The scheme will therefore need:

- a lead provider for the North of Tyne and
- a lead provider for the South of Tyne,
- or the same provider can express an interest to cover both control rooms

The lead provider can either deliver the scheme in partnership with other interested specialist DA services or they can staff the scheme on their own. Any participating specialist domestic abuse service must be an organisation whose core business is supporting adult victims/survivors of domestic abuse.

The key tasks and budget allocations are:

(i) Scheme Co-ordination and Co-ordination Grant

Using specialists from existing DA providers on a rota system will remove the barriers to recruitment to a role with unsociable night time hours every weekend. There is one RMD in each control room (North and South). A rota system covering North and South would be less demanding on the DA services than the DVSA car as it would only require one specialist DA worker in each of the 2 control rooms.

² The hourly rate is inflated to be inclusive of staff costs; on-costs; management costs; and a brief 'check-in' phone call the following day to any victims who consented to a referral to specialist support while the staff were on shift



The scheme requires some simple co-ordination and so there is a need for a lead provider role (either one North of Tyne and one South of Tyne or one for Northumbria). The lead provider will:

- **Produce and manage a simple rota system** for the provision of 2 experienced domestic abuse workers to work in the North RMD control room, and 2 in the South RMD control room on the days and times of peak demand. This must include contingencies for any member of staff not able to work their shift due to leave/sickness. The lead provider will ensure that each week, they liaise with the RMD lead officer in Northumbria Police to ensure the SDAAs have the contact details of a named officer in each of the control rooms as their main point of contact.
- **Ensure there is support service information pack** for all SDAAs on the DA service offer in the 3 local authority area covered by their control room, plus out of hours contact details for key services and relevant referral forms. This will ensure that if a victim is spoken to who is from that DA workers local authority area, they are fully aware of key service offers and out of hours information.
- **Identify the output and outcomes data** that will need to be collected to demonstrate the value of the SDAA work. This should be in line with the aims of the project and proxy measures can be used
- **Collect and analyse the output data** on a monthly basis and the **outcome data** on a quarterly basis
- **Produce a simple bi-annual impact report** for the OPCC and Northumbria Police
- **Agree the referral process into other specialist services:** Whilst the DA specialists have a good understanding of the service offer from their counterparts in other local authority areas due to regular cross-boundary working there will still be a need for the lead provider to agree a process for referrals if the SDAA is speaking to a victim/survivor from a neighbouring area. This will need to set out how referrals into services from neighbouring areas would be managed as one worker per control room would be covering three local authority areas and thereby not always speaking to a victim from their own service's locality. The referrals process will need to be monitored to ensure it is fit-for-purpose.

The lead provider in the North and lead provider in the South will each be allocated a scheme co-ordination grant of £4,000. This includes the time needed to develop and manage the weekly rota co-ordination; agreeing and reviewing the referrals process; developing the local service offer info pack; monthly data collection; quarterly data analysis; and bi-annual impact report.

Northumbria Police will ensure any DA staff working on the project will have an induction on the work of the RMD prior to the SDAA project going live. The lead provider will therefore ensure that all workers identified to work on the SDAA project attend the induction.

(ii) Provision of Specialist Domestic Abuse Advisors (SDAA) and Staffing Costs

The lead provider can either provide the SDAA staff from their organisation alone, or they can work in partnership with other DA services. A role description for the SDAA is attached at Appendix 1.

As part of the rota system, each shift needs will need an experienced domestic abuse worker to sit alongside the Police Officers on duty on the RMD.

We are currently collecting data to estimate the number of calls per shift that the RMD Police Officers make to re-THRIVE victims of crime; and an estimate of the number of calls that are



domestic abuse related during the shift times for this pilot. That will be available prior to the commencement of the pilot. During the shift, the SDAA will speak to those victims/survivors who have accepted the offer to speak to a specialist.

The staff will be independent of the police (not be employed by the police) and they will not need to be trained to navigate the complex NPICCS system (and future technology) as they will be working alongside police officers who can provide any required information around previous patterns of DA, past risk levels etc. This will be kept under review as the pilot progresses.

Resources will be available to deliver the project North and South of Tyne. Various options were considered such as 1 or 2 workers per RMD; shorter or longer shifts; and 2 or 3 nights. The option selected is for two workers on 5 hour shifts on Friday and Saturday nights. This has taken into account times of peak demand and shift patterns that will be easier to staff and will not have an adverse impact on the domestic abuse workers substantive roles.

North of Tyne – 2 staff per night

- Fridays 6pm – 11pm
- Saturdays 6pm – 11pm

South of Tyne - 2 staff per night

- Fridays 6pm – 11pm
- Saturdays 6pm – 11pm

Consideration could also be given to including additional shifts (or changes to shifts) to cover busy periods such as Christmas holidays, New Year and Bank Holidays. If the service demand profile alters significantly over time or there are specific periods of additional demand such as festivals, it may be that with the agreement of the service providers and their workers, additional shifts or changes to the shift days/times would potentially strengthen the service provision, this again would be subject to discussion by the steering group with the lead providers.

Staffing costs will be paid through a grant using an **enhanced hourly rate** of £25.00 an hour for the staff on each shift worked. There will be 2 shifts a week in each control room and 2 SDAAs in each control room. This is a higher hourly rate than the DVSA car as it is inclusive of all costs which are:

- hourly salary costs for SDAAs whilst on shift
- management and on-costs; and
- contribution to mainstream specialist provision which also includes brief call-backs the following day to any victims spoken to whilst on shift who said they want to engage in on-going support

North Control Room RMD (8 months)

- 34 weeks (July-March)
- 2 workers per night each working a 5 hour shift
- 2 shifts per worker per a week x 5 hour shifts x 2 workers = 20 hours a week (10 hours per worker)
- 20 hours a week for 34 weeks = 680 hours
- 68 shifts per worker (July-March) x 5 hour shifts x 2 workers = 680 hours over 8 months (136 shifts) - **(136 shifts in total)**



- 20 hours a week x £25 an hour = £500 a week (£250 per worker)
- 680 hours (over 8 months) x £25 an hour - £17,000 per year (£8500 per worker)
- £4000 co-ordination costs
- **Total budget for 8 month pilot of North Control Room RMD £21,000 (July 2021-March 2022)**

South Control Room RMD (8 months)

- 34 weeks (July-March)
- 2 workers per night each working a 5 hour shift
- 2 shifts per worker per a week x 5 hour shifts x 2 workers = 20 hours a week (10 hours per worker)
- 20 hours a week for 34 weeks = 680 hours
- 68 shifts per worker (July-March) x 5 hour shifts x 2 workers = 680 hours over 8 months (136 shifts) **(136 shifts in total)**
- 20 hours a week x £25 an hour = £500 a week (£250 per worker)
- 680 hours (over 8 months) x £25 an hour - £17,000 per year (£8500 per worker)
- £4000 co-ordination costs
- **Total budget for 8 month pilot of South Control Room RMD £21,000 (July 2021-March 2022)**

There may be potential for the pilot to be extended after March 2022. **Appendix 2** sets out more detail on the shift and budget calculations for what the scheme could look like on a 12 month basis in the future.

Northumbria Police will have the following key roles:

- Ensuring there is clear internal communications across the force regarding the SDAA project
- Developing joint working, via co-location, between the RMD and the DA services
- Staffing the North and the South RMD with police officers when the SDAAs are on rota
- Ensuring the right types of cases are passed to the SDAA when on shift, which will require some upskilling of the RMD police officers by the SDAA
- Providing the SDAA staff with the right kind of background information before passing an calls (e.g. incident history, bail conditions, warning markers etc.)
- Ensuring the DASH RIC and other key information is uploaded onto NPICCS once the SDAA has completed their victim engagement. The SDAA workers will need to bring their own laptops to each shift in order to complete the DASH RICs.
- Providing access to any required monitoring and evaluation data over and above what the SDAAs will collate.
- Update NPICCS on either VL or DT screen to VFN staff that identifies if the victim has consented to engagement from the DA outreach services so no additional victim contact required by them.
- Northumbria Police strategic safeguarding team will meet monthly with the lead providers and the OPCC around data and performance monitoring.



Section 4: Evaluation

The grant conditions for the funding of this project stipulate that output and outcomes performance information must be maintained by the lead provider(s) and submitted to the OPCC on at least a quarterly basis with a bi-annual impact report. The OPCC will need to use this information to evaluate the project to determine its impact and also the level of service provision provided with the resources allocated.

As a result the type of performance management information will be agreed with the lead provider and the project steering group but it is likely to include:

- Number of victim's that the workers engaged with on each shift
- Risk levels
- The type of advice and support service provided; any follow up support; level of contact maintained
- Number of onward referrals made and to which agencies
- Number of victims engaged with where it was their first contact with a specialist DA worker / service (early intervention opportunity)
- Where possible feedback with victims' who went on to engage with specialist services to determine whether the intervention has assisted them to 'cope and recover' from their experience.

We would also welcome the views of the lead providers, as part of their expressions of interest, on how they may propose to capture the right data for this project.

Section 5: Summary of what are we looking for in a lead provider and in an expression of interest

We wish to enter into a partnership grant agreement North of Tyne³ and a partnership grant agreement South of Tyne⁴.

There are 2 police control rooms (North of Tyne and South of Tyne) each with a risk management desk staffed by police officers. We will require:

- One specialist DA service or a consortium of specialist services to work with the North risk management desk. If there is a consortium there must be a lead provider.
- One specialist DA service or a consortium of specialist services to work with the South risk management desk. If there is a consortium there must be a lead provider.

Expressions of interest in delivering this pilot scheme **must come from the lead provider** and include the **following 6 elements**, the absence of which will be treated as a '**show-stopper**'.

1. Any participating organisations must be specialist domestic abuse service services whose core business is supporting adult victims/survivors of domestic abuse.
2. Expressions of interest must come from the lead provider setting out how they will fulfil the specifications and expectations of this project. The lead provider can either deliver this scheme alone or in partnership with other interested specialist domestic abuse providers.

³ North of Tyne will cover Newcastle, North Tyneside and Northumberland

⁴ South of Tyne will cover Sunderland, South Tyneside and Gateshead



3. The lead providers (North of Tyne and South of Tyne) will agree to be responsible for the scheme co-ordination as set out in the specification; and ensuring the scheme is always staffed by suitably experienced workers on a rota basis. They can staff the scheme using their own specialist DA workers or by working in partnership with other DA services.
4. The lead providers must ensure they provide 136 shifts across the 8 months (per control room) at the enhanced hourly rate for each 5 hour shift. This rate is inclusive of: all staffing costs; associated on-costs and management costs; and a brief 'check-in' phone call the following day for any victims who consented to a referral to a specialist service while the staff were on shift
5. The lead providers must ensure there are 2 domestic abuse specialists on the risk management desk in their area on Fridays 6pm – 11pm and Saturdays 6pm – 11pm
6. The lead providers must agree to use the grant of £4,000 to co-ordinate the scheme which is inclusive of: costs to develop and manage the rota; develop the information pack on the specialist DA support offer and key out of hours contact info for their control room area; agree the referral process into neighbouring specialist services; and routinely collate and analyse data on outputs and outcomes for the bi-annual outcomes report.

All expressions of interest (using the EOI form) must outline:

1. If you, as lead provider, will be delivering the scheme North of Tyne or South of Tyne
2. If you, as lead provider, will be delivering the staffing element of the scheme on your own as a single agency or in partnership/collaboration with other DA services.
3. If you are staffing this scheme in partnership with other DA services, please name your partners and include their suitability to provide specialist domestic abuse advice at a point of crisis
4. Your suitability for this partnership agreement including experience of delivering similar types of interventions (offering specialist DA advice at a point of crisis).
5. Your experience of setting and managing staffing rotas
6. Your experience of data collection and analysis to demonstrate the impact of interventions
7. Your agreement to deliver the scheme within the available budget
8. Your agreement to collect data from every shift and attend a quarterly SDAA project steering group (including your delivery partners if applicable). The steering group may need to meet monthly during the first quarter whilst the scheme is mobilised.
9. Your commitment to developing and refining the pilot alongside Northumbria Police so that it best utilises the time of the SDAA workers
10. Your commitment to enabling those staff who have been on shift to carry out a brief follow-up 'check-in' call with any victims spoken to the night before, who have consented to a referral to a specialist service

EOIs will be assessed against the 6 showstopper criteria (all must be met) alongside quality criteria

- An understanding of specification requirements
- Expertise & Experience
- Capacity to deliver
- Service Outcomes
- Value for Money (no hidden costs)



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The quality criteria will use the following scale: 1 = No evidence 2 = little evidence 3 = Satisfactory evidence 4 = Good evidence 5 = Excellent evidence.

Section 6: How to Apply

All documentation will be on the OPCC website <http://www.northumbria-pcc.gov.uk/police-crime-plan/commissioning-services-grants/>

All expressions of interest must be submitted to Julie Smith – Domestic Abuse Specialist, Northumbria Violence Reduction Unit, Office of the PCC via Email Julie.smith@northumbria-pcc.gov.uk **by noon on Friday 25th June 2021.**

Assessments will be made w/c 28th June and successful applicants will be informed as soon as possible after this date. We would the lead providers to **go-live in early July 2021**

Contact details:

Rachel Snaith – Director of Policy and Commissioning, Office of the PCC. Email: rachel.snaith@northumbria-pcc.gov.uk

Julie Smith – Domestic Abuse Specialist, Northumbria Violence Reduction Unit, Office of the PCC. Email Julie.smith@northumbria-pcc.gov.uk



Appendix 1: Specialist Domestic Abuse Advise Workers Role Description

Any participating specialist domestic abuse service must be an organisation whose core business is supporting adult victims/survivors of domestic abuse.

They must ensure that any SDAA staff who work on this pilot are experienced workers on the basis that such workers:

- have detailed knowledge of: multiple forms of VAWG; policing responses; the CJS; family law; perpetrator behaviour and the impact on victims' decision-making; impacts on children and child protection; multi-agency responses such as housing etc. Experienced DA workers will bring added value as they apply these skills, knowledge and competencies within their DA service's day-to-date work.
- have extensive experience of victims/survivors experiencing dynamic levels of risk including high risk and multiple and enduring needs
- extensive experience of completing risk and needs assessments
- have extensive experience of trauma-informed victim engagement at times of crisis alongside providing the victim with an appropriate response to their needs, and immediate service provision if needed (e.g. supporting access to refuge provision).
- provide a more seamless transition between support at time of crisis and follow-on support, thus helping to build victim trust and confidence to engage at the earliest opportunity
- play a key role in advocating for victims, being focused on the victim's perspective which establishes trust and rapport as well as confidence to disclose with less fear of consequence. This will help feed into the re-THRIVE assessments and enables more thorough risk assessments and improved likelihood of positive criminal justice outcomes and victim satisfaction.
- are better able to offer advice on civil orders that can help to protect victims and / or offer advice on alternative remedies to those who do not support police action

The role of the SDAA is to:

- Sit alongside a police officer on the risk management desk in readiness to provide advice to adult domestic abuse victims. For some calls the police RMD staff will pass the victim over (with consent) once they have started the re-THRIVE. In other cases, the RMD police staff will identify which calls are suitable for the SDAA worker to call direct.
- Engage with the victim and concentrate on their personal needs giving immediate advice that is victim centric to the actual incident and the personal situation of the victim.
- Complete an electronic version of the DASH RIC where appropriate and ensure this is emailed to the police officers on the RMD to upload to the victim/survivor's records on NPICCS. (Note: police officers still to complete DASH RIC for the jobs where no SDAA is assigned. The SDAA workers will need to bring their own laptops to each shift in order to complete the DASH RICs.
- After each victim contact, ensure the police staff on the RMD add key information to the victim/survivor's records along with any other key information that will support the re-THRIVE. This will also need to include relevant information for VFN as to whether they are required to contact the victim, or if the victim has been referred into a specialist DA service.
- Provide the victim with an appropriate response to their needs, immediate service provision if needed and contact details for any service provision referred on to where appropriate.



- Talking to other family members or friends who may be with the victim and advising them on safe responses and how they can support the victim.
- Gain a better understanding of the difficulties that the police face around victim engagement and in attempting to prosecute cases and how dual agency working can help to overcome these obstacles.
- Provide professional and constructive challenge as and when required
- Explain about support available in the criminal justice system as well as alternative civil remedies to those who do not support police action
- In quieter times:
 - Provide brief awareness raising to police officers on the RMD and other staff within the control room. This can include sharing with them an understanding of the impact of trauma on victims' decision making; the victim perspective; and the importance of a needs-led approach. This will enable them to be more confident and respond more effectively to victims.
 - Carry out follow up engagement with the victim through return phone calls to strengthen the response and support and if appropriate link into the MARAC
- Upskill the RMD police officers on the most appropriate Grade 2 calls to pass to the SDAA workers
- Make referrals into the most appropriate support agencies according to victims' needs and location
- After the shift, ensure the SDAA worker has the contact details for any victim/survivor who indicated they wanted to engage in follow-up support, or who consented to an onward referral, in order for the worker to provide a brief follow-up 'check-in' call the following day.
- Record shift outputs and outcomes and provide shift data logs to a central administrative point in the lead provider, for analysis and consideration.

Note: It is not envisaged that the staff will have to use the police NPICS system as part of the SDAA role as most of the info they need prior to calling a victim (e.g. previous calls, previous risk levels, bail conditions, warning markers etc.) will be provided by the police officer on the RMD. However, as part of the on-going monitoring and evaluation of the project, if it is deemed beneficial for the SDAA workers to have access to this direct then consideration will need to be given to training up the SDAA staff in how to navigate the NPICS system.



Appendix 2: Shift and Budget Calculations for a 12-month version of the scheme- Northumbria

If the scheme extends beyond March 2022 then the equivalent of a 12 month Budget would be in the region of £60,000 (i.e. £30,000 for North of Tyne scheme and £30,000 for South of Tyne scheme).

Calculations for 1 control room based on 12 months estimates

5 hour shifts on 2 weekend nights with rota cover of two workers each night

- 52 weeks of the year
- 2 shifts per weekend (Friday night and Saturday night)
- 1 control room
- 2 workers on rota (2 staff on duty per night / 4 staff per weekend)
- **208 shifts per p.a.** per control room (52 weeks x 2 shifts weekend x 1 control rooms x 2 staff in each)
- 5 hours a shift x 208 shifts would equate to 1,040 hours p.a. (shifts x 5 hours each) - 20 hours a week across the rota (10 hours per worker per week)
- 1,040 hours a year x £25 an hour = £26,000 per control room
- £4,000 co-ordination costs per control room
- **Total budget per control room £30,000 p.a.**

Calculations for 2 control rooms based on 12 months estimates

5 hour shifts on 2 weekend nights with rota cover of two workers North and two workers South each night

- 52 weeks of the year
- 2 shifts per weekend (Friday night and Saturday night)
- 2 control rooms (North and South)
- 2 workers on rota in each control room (4 staff on duty per night)
- **416 shifts per p.a.** (52 weeks x 2 shifts weekend x 2 control rooms x 2 staff in each)
- 5 hours a shift x 416 shifts would equate to 2,080 hours p.a. (416 shifts x 5 hours each) - 40 hours a week across the rota
- 2,080 hours a year x £25 an hour = £52,000 for Northumbria
- £8,000 co-ordination costs (£4000 x 2 control rooms)
- **Total budget for Northumbria £60,000 p.a.**