Public Accountability Meeting



Meeting Date: 29 September 2020

BE SAFE FEEL SAFE

Agenda



Caring About the Vulnerable





0

Ambitious Collaboration

Reinforcing Local Policing

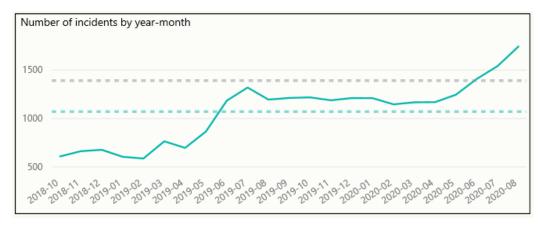




Enhancing the Customer Experience

Mental Health

Occurrences with a mental health qualifier



- Over the past few months there has been a steady rise in Mental Health related incidents. As a result of the extended use of the auto tag facility used by the FCR, this has increased the number of mental health qualifiers applied.
- Incidents with a Mental Health tag have accounted for 15.03% of all incidents in the last 22 months and have accounted for 22.78% of all incidents in August 2020.

Incidents with highest number of Mental Health Tag (01st October '18 – 31st August '20)

Description	Volume with mental health tag	% of All Type of Incidents
CONCERN SAFETY	10625	39.88%
MISSING PERSON	1590	5.97%
DOMESTIC INCIDENT	2457	9.22%
VIOLENCE	3179	11.93%
ASB NUISANCE	1354	5.08%

Incident data (left) relates to the initial police response where Mental health presented and was tagged on the incident

Use of police custody as a place of safety

Police custody must only be used for s136 MHA detainees in highly exceptional circumstances, e.g. genuinely unmanageable risks of resistance, aggression, violence or escape, or if also detained for an offence. We scrutinise every use of custody in these circumstances.

The below volumes have been reviewed and changed. Previously any s136 detention that occurred in custody has been counted, however, all but the below incidents, custody was not actually used as a place of safety. The incident occurred whilst in custody before the individual was transferred to a recognised Health Based Place of Safety and as such custody was never used as a Place of Safety. In these cases, the mental ill-health of the detainee was identified after their arrival at a custody suite.

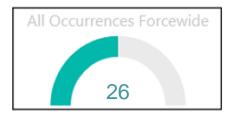
s136 Detentions (Police Custody)	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Under 18	0	0	0	0	0	0	0	0	0	0
Aged 18 or Over	1	1	0	0	1	0	0	0	0	0
Total	1	1	0	0	1	0	0	0	0	0
Presented whilst in Custody and taken to HBPoS	4	7	5	5	3	8	6	2	4	2

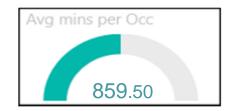
s136 – August 2020



By Occurrence Type

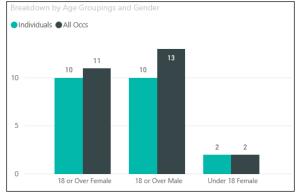
Type of Occ	Total ▼
Personal Safety/Welfare	22
Police Generated Activity	2
Crime Related	1
Not Recorded on STORM	1
Total	26





- August 2020 is slightly higher in volume than the average incident volume levels previously seen.
- 2 detainees required to be taken out of the county this month
- 6 incidents required Police transportation: 4 following Risk assessment
- 26.92% of detentions resulted in Admission

Gender/Age Breakdown and Repeat Nominals



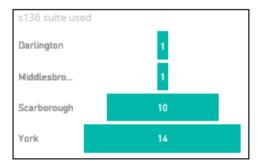
Mode of Transport



Outcomes

Outcome Group	_Occurrences	% of Total	
Returned to the Community	19	73.08%	
Admitted	7	26.92%	
Total	26	100.00%	

HBPoS Usage



Force Levels (Incidents and Crimes Committed August 2020)

Count of all Incidents and type

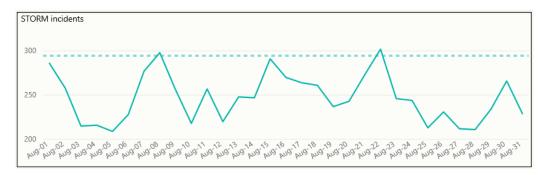


Average Officers and Time Spent

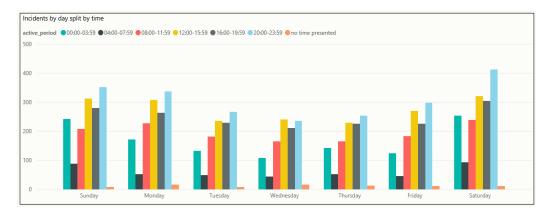




Incident Volumes by Date



Incident Volumes by Day and Time Group



Volume by Crime type

Crime

		<u> </u>
Violence Against The Person	1335	1335
Theft	626	626
Arson & Criminal Damage	528	528
Fraud	366	366
Public Order Offences	309	309
Burglary	194	194
Vehicle Offences	139	139
Drug Offences	122	122
Sexual Offences	70	70
Misc Crimes Against Society	29	29
Possession Of Weapons	24	24
Robbery	23	23
Total	3765	3765

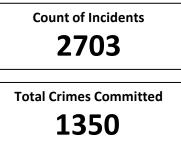
2020-08 Total

Highest Wards by volume of Crime

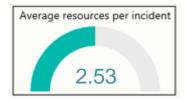
Castle	Low Har	Selby	Huntingt	North
204	104 Westfield	87 Hewor	Micklega	North
Guildhall Inner (80	Hull Roa	Skipto

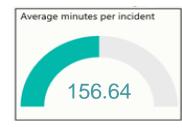
City Command (Incidents and Crimes Committed August 2020 – York and Selby)

Count of all Incidents and type



Average Officers and Time Spent

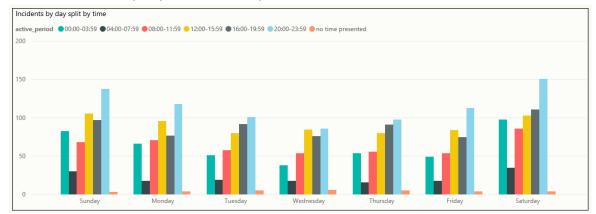




Incident Volumes by Date



Incident Volumes by Day and Time Group



Highest Wards by Crime Volume

Volume by Crime type

Guildhall Inner (Westfield	Selby South	Huntington and New	
		87	73	
		Heworth	Micklegate Outer (N	The Groves (N
118	93	80	68	50

Crime	2020-08	T otal ▼
Violence Against The Person	474	474
Theft	247	247
Arson & Criminal Damage	174	174
Fraud	115	115
Public Order Offences	112	112
Burglary	63	63
Drug Offences	51	51
Vehicle Offences	43	43
Sexual Offences	33	33
Robbery	16	16
Misc Crimes Against Society	12	12
Possession Of Weapons	10	10
Total	1350	1350

Coastal Command (Incidents and Crimes Committed August 2020 – Scarborough and Ryedale)

Count of all Incidents and type

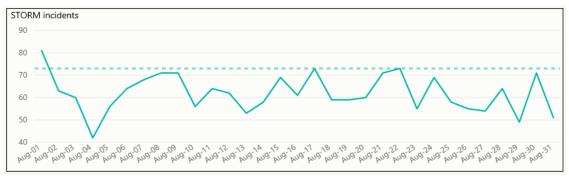


Average Officers and Time Spent

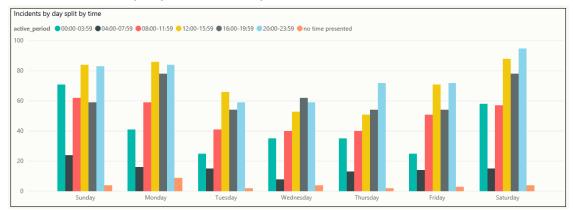




Incident Volumes by Date



Incident Volumes by Day and Time Group



Volume by Crime type

		-
Violence Against The Person	389	389
Arson & Criminal Damage	147	147
Theft	146	146
Public Order Offences	89	89
Fraud	81	81
Drug Offences	38	38
Burglary	37	37
Vehicle Offences	28	28
Sexual Offences	15	15
Misc Crimes Against Society	5	5
Possession Of Weapons	5	5
Robbery	4	4
Total	984	984

2020-08

Total

Crime

Highest Wards by Crime Volume

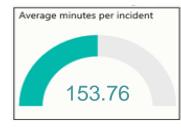
Castle	North Bay	Central	Eastfield
	56	53	48
	Ramshill	Whitby West Cliff	Woodlands
204	53	49	44

Count of all Incidents and type



Average Officers and Time Spent

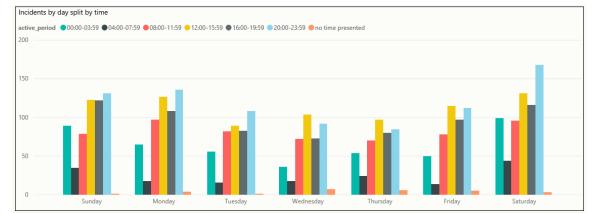




Incident Volumes by Date



Incident Volumes by Day and Time Group



Volume by Crime type

Crime	2020-08	l otal ▼
Violence Against The Person	468	468
Theft	233	233
Arson & Criminal Damage	207	207
Fraud	168	168
Public Order Offences	108	108
Burglary	94	94
Vehicle Offences	68	68
Drug Offences	33	33
Sexual Offences	22	22
Misc Crimes Against Society	12	12
Possession Of Weapons	9	9
Robbery	3	3
Total	1425	1425

Highest Wards by Crime Volume

Low Harrogate	Northallerton	Granby	High H	Hookst
	54	43	35	33
	Skipton West	Starbeck	Northal	Ripon
104	53	40	34	32

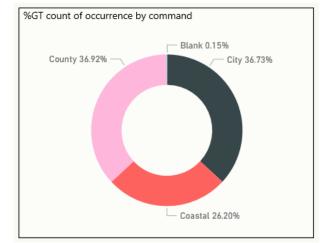
CRIME – Financial Year to Date Comparison (Crimes by Committed Date)

	2010/2010	2010/2020	2020/2024	% Diff (10/20 compared
	2018/2019	2019/2020	2020/2021	% Diff (19/20 compared 20/21)
Arson & Criminal Damage	2614	2508	1955	-22.05%
Burglary	1603	1638	905	-44.75%
Drug Offences	759	719	749	4.17%
Misc Crimes Against Society	316	437	260	-40.50%
Possession Of Weapons	127	149	164	10.07%
Public Order Offences	1076	1383	1391	0.58%
Robbery	102	89	82	-7.87%
Sexual Offences	558	636	330	-48.11%
Theft: All Other Theft	2100	2018	1200	-40.54%
Theft: Bicycle Theft	536	491	346	-29.53%
Theft: Shoplifting	1930	1968	951	-51.68%
Theft: Theft From Person	224	223	58	-73.99%
Vehicle Offences	1048	961	648	-32.57%
Violence Against The Person	6032	7015	5859	-16.48%
Grand Total	19025	20235	14898	-26.38%

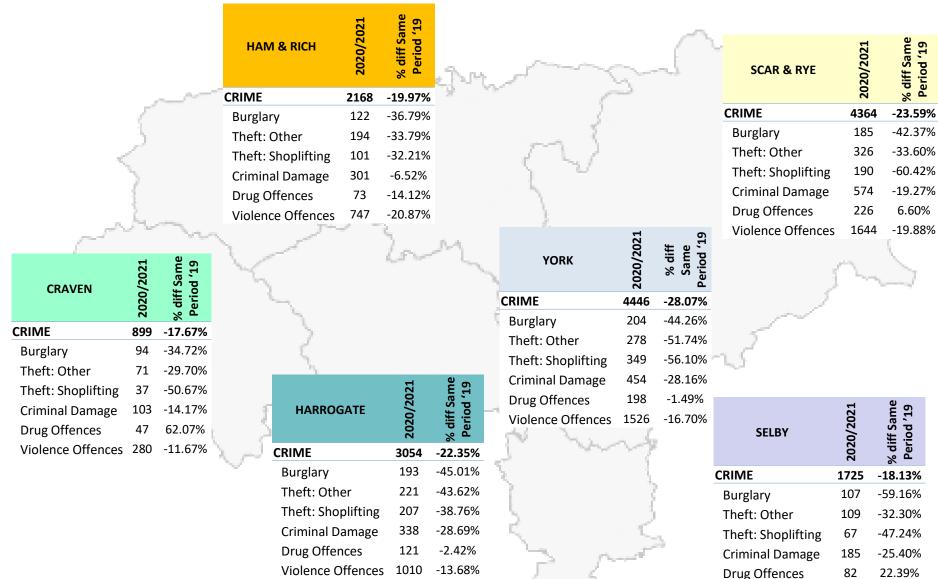
% Split of Crime Types

Violence Against The Person	Theft	Burglary	Vehicle O	Drug
		7 050/		
		7.95%		
		Public Order Offences		
			5.08%	3.58%
	Arson & Criminal Damage	5.55%	Sexual Offer	nces
			2.84%	
31.95%	12.68%	5.26%	Misc Crimes	A

% split of all crimes by Command



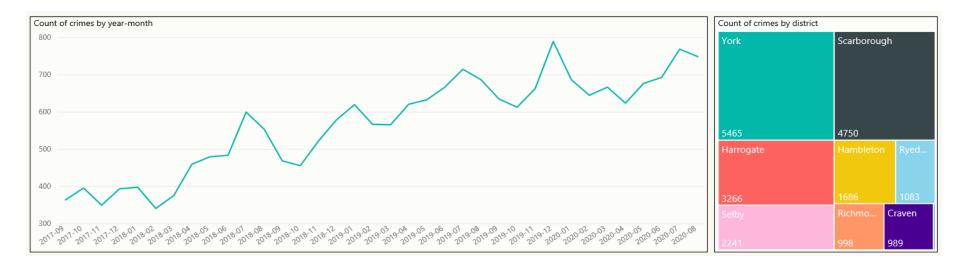
CRIME FOCUS – Financial Year To Date



Drug Offences 82 Violence Offences 645

-6.52%

CRIME FOCUS – Domestic Abuse (Last 3 years)



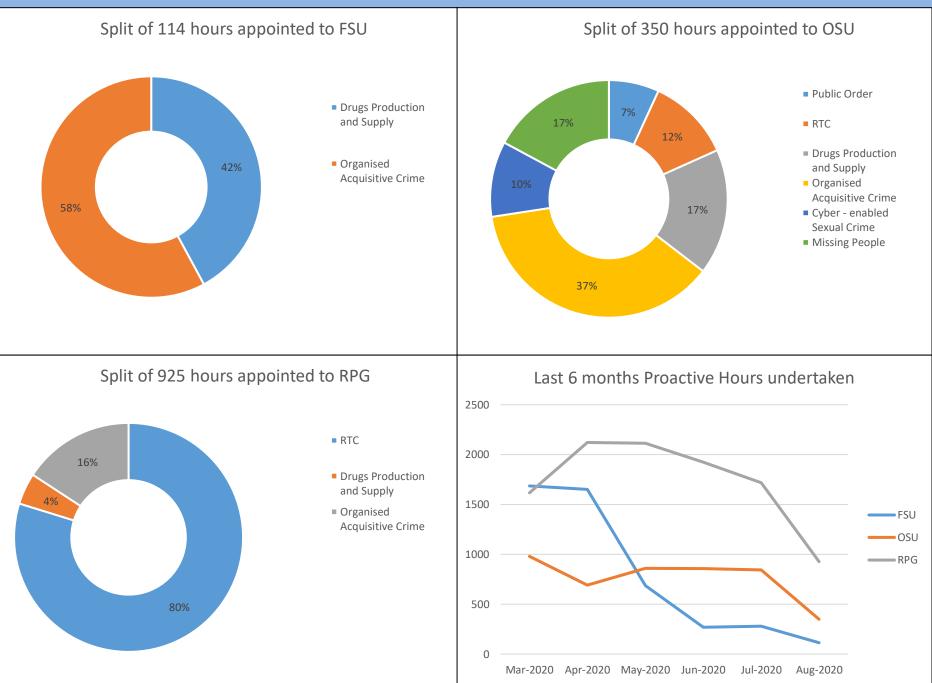
- There has been a year on year increase in the volume of Domestic Abuse related recorded crimes since 2016/17. There was a 21.03% increase in the volume of Domestic Abuse recorded crimes between 2018/19 and 2019/20, from 6,351 to 8,043.
- Cases spike at weekends and in the summer months. The majority of reports consist of violence, either with or without injury. Increases are being seen across most age groups but most noticeably in the 16-18 range and also child on parent offending. The changes to the definition and scope of domestic abuse have in part contributed to the increase. For example, the reduction of the lower age limit from 18 to 16, and the introduction of offences of controlling or coercive behaviour have affected recording levels.
- Domestic abuse related stalking and harassment is also prevalent with continued frequent contact by telephone or online continuing the controlling elements of the former relationship after it has ended. Increases are also being noted in the reporting of non-recent offending in a domestic setting but this remains less than 10%. There is no longer a time limit on abuse evidence, which previously stood at five years. Additionally, the range of documents accepted as evidence of abuse has been widened to include statements from domestic violence support organisations and housing support officers. It has been noted that investigations are tending to deal with multiple crime reports as non-recent crimes are increasingly reported as part of current investigations.

ANTI SOCIAL BEHAVIOUR, PUBLIC SAFETY & WELFARE AND CASUALTIES FROM ROAD TRAFFIC COLLISIONS THAT ARE KILLED & SERIOUSLY INJURED

			HAM & RICH	2020-2021 % diff	Same Period '19/20			~		1	
			ASB	2031	86.84%		~	-1	SCAR & RYE	2020-202	% diff
			PSW	4868	-4.36%	~	2			202	%
		10.00 m	Missing Person		34.40%				ASB	4129	5
	- {		Concern Safety	1033	-6.18%	ः <i>र</i>			PSW	7781	-1
	2		Domestic Inc	241	-6.59%	m)			Missing Person	179	-!
1	S		KSI	81 -	47.74%	5 2			Concern Safety	1916	-
	1					5			Domestic Inc	511	-1
	3								KSI	111	-,
CRAVEN	2020-2021	% diff Same Period '19/20	~~~	20	m	YORK	2020-2021	% diff Same Period '19/20		2	7
	1020	% Sa Pei '19	~	H		ASB	4110	40.23%		2	1000
\SB	1003	153.92%		2020-2021	% diff Same Period	PSW	7803	-23.45%	~		
PSW	2348	16.87%	HARROGATE	20-	% diff Same Period	Missing Person	212	-25.61%	5		
Missing Person	25	-48.98%	ASB	₹ 2478	31.46%	Concern Safety	1900 498	-20.77% 2.26%		021	٤
Concern Safety	442	0.00%	PSW	6279	-8.46%	Domestic Inc	498 88	-56.22%	SELBY	2020-2021	% diff
Domestic Inc	86	6.17%	Missing Person	165	-30.96%	KSI	00	-50.22%		202	~
(SI	50	-23.08%	Concern Safety	1287	-11.73%	the set		1	ASB	1497	54
		1	Domestic Inc	367	1.94%	No has		<u></u>	PSW	3082	-1
		X	KSI	97	-40.49%	7 2		7	Missing Person	40	-5
			r.)i		-40.40/0	2			Concern Safety	698	-1
								7	Domestic Inc	251	1

PSW type incidents have significantly decreased across all areas which can be attributed to the current pandemic.

Proactivity: How has proactive policing contributed to control strategies? (August 2020)



Rural Task Force

This report is made with the caveat that we have tried to maintain as normal a service as possible but like everyone in the country the Rural Taskforce and our partners have been affected to some degree by the Coronavirus restrictions.

Caring for the Vulnerable

We continue to offer mental health support and signpost the interventions available to those suffering with mental health issues in rural communities. We have a campaign planned to raise the profile of this area again later in the year. Also the Mental Health forum is scheduled at the Friarage Hospital.

Rural Vulnerability Forum being developed to address concerns about various aspects of vulnerability in the rural community, and how support can be given to rural victims who fall short of the threshold for support by Victim Support. There is due to be the roll out of a Pilot scheme in The Dales later in the year.

We are working at the moment to develop how the whole Proactive Policing department can further assist with the Domestic Abuse strand of the Control Strategy. Vulnerable victims have recently been identified and appropriate referrals have been made.

Property Marking Events are regularly held to provide reassurance and a deterrent against theft.

Ambitious Collaboration

We have developed a new problem solving plan for poaching, Operation Figaro, which is being rolled out involving community protection warnings and notices.

Operation Checkpoint was put on hold due to restrictions. But we have had a very successful Op Galaxy working cross-border with Humberside.

We have also been working successfully with West Yorkshire to arrest rural burglars and recover stolen vehicles in Richmond and Ingleton.

Op Owl raising awareness of bird crime. PS512 Grainger coordinated this nationally which involved 26 forces last year, resulting in over 7.5 million social media interactions over the weekend. A National virtual Op Owl day was held this year due to restrictions.

Operation Seabird is a collaboration between us, Humberside police, RSPCA, RNLI and others highlighting the issues caused by leisure craft disturbing seabird colonies on the east coast and disturbing mammals such as whales, dolphins and seals.

The team continues to work with the RSPB, Natural England and the laboratories at FERA in York and SASA in Edinburgh investigating raptor persecution.

Reinforcing Local Policing

Identify and support local priorities including proactive patrol, in particular in response to recent issues of raptor persecution.

Op Extractor is an ongoing OCG management into group committing rural burglaries in the north of county. 4 offenders have been charged with 39 offences and are awaiting trial.

Op Existence investigation into livestock theft and subsequent sale, OCG management and working with partners such as NFU and Environmental Health to tackle OCG. Recent arrests have been made in regards to this group and extensive enquiries are ongoing, the principal offender is back in court in September.

Further arrests have been made in Cleveland, South Yorkshire and West Yorkshire recently, with officers proactively following up enquiries rather than waiting for neighbouring forces to act on information. This has also resulted in stolen property including quad bikes and agricultural equipment being returned to owners.

Members of the team have been down into Humberside on several occasions recently, arresting suspects for a series of thefts from cars in rural locations.

There has been a successful bid to the Safer Streets Fund to obtain over £500,000 for burglary prevention work initially in the Whitley Ward which is ongoing.

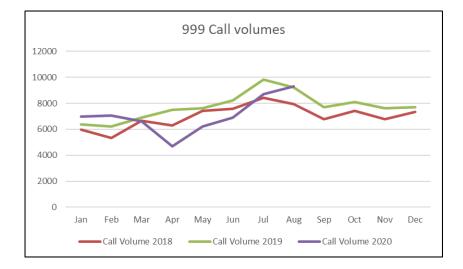
Enhancing Customer Experience

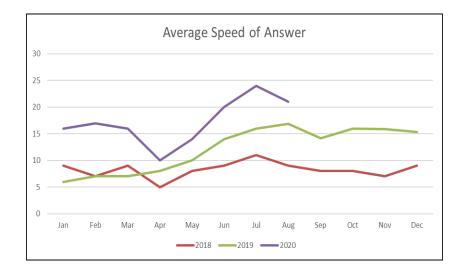
Mobile Rural Watches (MRW) are now established in all districts of North Yorkshire, their activity being collated under Op Harvester. WhatsApp is being used very successfully to support these groups and has been pioneering in both gathering intelligence and providing reassurance to communities, there are now 25 groups set up. This will soon be across all Watch schemes. There are 3 new watch schemes. The latest being in Thixendale.

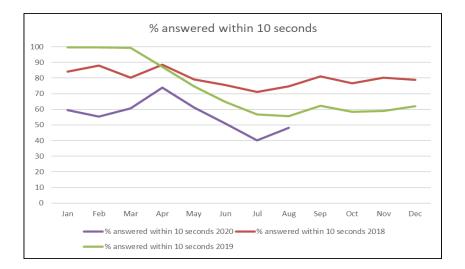
Recent successes when working with the MRW have included the discovery of a quad thief from Cleveland in the back of a van in Helmsley and the arrest of a gang of quad thieves from West Yorkshire in Wharfedale.

Internal SharePoint and Intranet sites are up and running to communicate the work of RTF to police colleagues.

Initial Contact – 999

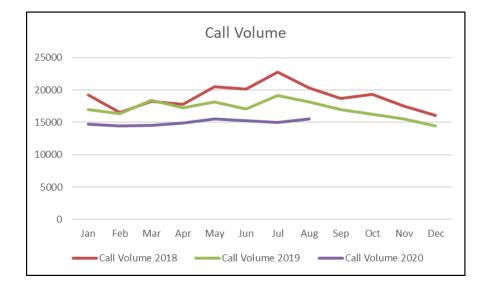


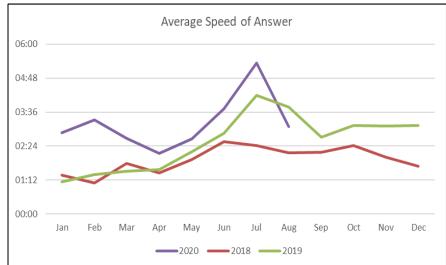


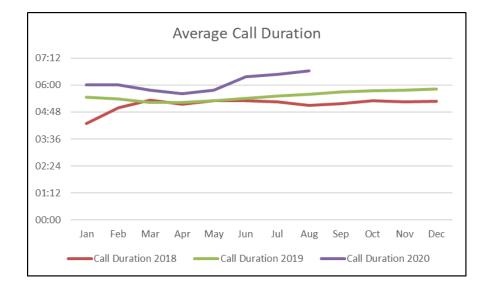


- 17.32% increase in calls compared to August 2018
- 1.05% increase in calls compared to August 2019
- Highest call volume since July 2019

Initial Contact - 101







- 23.53% decrease in call volume compared to August 2018
- 14.40% decrease in call volume compared to August 2019

Local Policing – Police and Crime Plan 2017-2021

Hambleton	2019/2020	2020/2021	Diff
Burglary	131	90	-31.30%
Road	1986	1338	-32.63%
 Mental Health	704	1095	55.54%

Richmondshire	2019/2020	2020/2021	Diff
Drug Offences 🚽	25	21	-16.00%
Burglary	62	32	-48.39%
ASB	380	729	91.84%

	(~		
Ś	Scarborough	2019/2020	2020/2021	Diff
r	Burglary	254	147	-42.13%
	Drug Offences	191	189	-1.05%
	ASB	2309	3343	44.78%

e de la

Ryedale	2019/2020	2020/2021	Diff
Burglary	67	38	-43.28%
Drug Offences	21	37	76.19%
ASB	440	787	78.86%
Road	1497	858	-42.69%
	•		

Sec. 1			
Harrogate	2019/2020	2020/2021	Diff
Burglary	351	193	-45.01%
ASB	1885	2478	31.46%
Road	3063	2105	-31.28%
Cyber	160	383	139.38%

Craven	2019/2020	2020/2021	Diff
Burglary	144	94	-34.72%
Road	1087	917	-15.64%
Crime	1205	1040	-13.69%

2019/2020	2020/2021	Diff
1832	1526	-16.70%
366	204	-44.26%
2931	4110	40.23%
223	468	109.87%
	1832 366 2931	1832 1526 366 204 2931 4110

Selby	2019/2020	2020/2021	Diff
Drug Offences	67	82	22.39%
Burglary	262	107	-59.16%
ASB	967	1497	54.81%
Cyber	69	217	214.49%
	1.1		

GLOSSARY

Glossary

- ASB = <u>Anti-S</u>ocial <u>B</u>ehaviour
- CMS = Community Messaging System
- Concern Safety = Concern for Safety includes all occurrences where there is a concern for an individuals safety or welfare
- Fraud Offences = These are not included in the crime statistics as they are not reported by forces to the Home Office. Instead these crimes are passed to Action Fraud and statistics are collated by that agency
- FSU = Firearms Support Unit
- I Grade = priority assigned by control room for an incident requiring Immediate police response
- KSI = A casualty Killed or Seriously Injured as a result of a Road Traffic Collision on a public road
- MCU = <u>Major Crime Unit</u>
- MHA = Mental Health Act
- Miss Pers = Missing Person
- MO = <u>M</u>odus <u>O</u>perandi
- NPS = <u>New P</u>sychoactive <u>Substances</u> is the official term for Legal Highs
- NTE = <u>N</u>ight <u>T</u>ime <u>E</u>conomy
- OCG = Organised Crime Group
- OSU = Operational <u>Support Unit a specialist unit which is deployed around the force through tactical bidding process</u>
- OPL = Over Prescribed Limit typically the term used to describe failing a breath test
- PCSO = <u>Police Community Support Officer</u>
- PSW = Personal Safety and Welfare
- Resolved Outcome = A crime where an offender has been dealt with through sanction or restorative justice.
- RPG = <u>R</u>oads <u>P</u>olicing <u>T</u>eam
- RTF = Rural Task Force
- Sus Circs = Suspicious Circumstances includes Insecure premises and Vehicles
- TIC = <u>Taken Into Consideration</u> is typically where an offender admits to further offences to avoid potentially being pursued for these at a later date.

Public Accountability Board

Part b) People



Reporting Period: As at end of August 2020

NB: Statistics remain provisional and subject to change

BE SAFE FEEL SAFE

Police Officers

Police Officer													
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	20-21 Average
Officer Long-term FTE Target	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508
Actual/ Projected Officer Numbers (includes recruitment)	1493.73	1491.25	1482.55	1505.96	1514.55	1515.43	1,526.41	1,525.41	1,526.41	1,518.41	1,512.41	1,537.41	1,512.49

The Officer Long-term FTE Target of 1508 is the target for March 2021; therefore, work will continue to reach the target by March 2021. *The officer FTE budget was built using the 1451 baseline for 19-20 and adding in the phased recruitment of 58 officers for Phase 1 of Op Uplift. Due to the planned intake dates for 20-21 linked to Uplift this equated to an additional average FTE of 54.34.

The actual number of Officers has increased by 0.88 FTE from the previous month. In August 6 transferees joined North Yorkshire Police. The number of leavers was less than projected, as there was a lower number of Officers retiring and no other types of leavers.

The next intake of Student Officers is planned for September 2020 – these students will take part in the Police Constable Degree Apprenticeship (PCDA). Student Officer intakes have been amended as part of Operation Uplift. There are further officer intakes via our other routes (transferees, rejoiners and potentially officer retired/retiring returners) planned throughout the year. Whilst these are the recruitment plans, it is acknowledged that they exceed the budget. The first review has taken place, amending intakes throughout the financial year. Regular reviews will continue to take place throughout the year with affordability being one of the factors for consideration. The figures are currently 7.43 FTE above the 1508 target.

PCSO

PCSO													
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	20-21 Average
PCSO Long-term FTE Target	223.5	223.5	223.5	223.5	223.5	223.5	223.5	223.5	223.5	223.5	223.5	223.5	223.5
Actual/Projected PCSO Numbers (includes recruitment)	228.52	227.49	227.75	238.56	236.70	237.72	234.32	229.32	226.32	225.32	250.32	247.32	234.11

*The PCSO Long term Target & budget includes the FTE for a pilot with NYFRS for two Police Safety Officers in this financial year. The budget is yet to be amended to reflect this but will likely equate to a reduction in PCSO FTE of 3.5 (Salaries & associated delivery costs).

The actual number of PCSOs has increased by 1.02 FTE. The number of leavers is less than that projected

The next intake of PCSOs is scheduled for January 2021. As with Police Officer recruitment it is acknowledged that the PCSO projections exceed the budget. The first review of recruitment plans has taken place, amending intakes throughout the financial year. Reviews will continue to take place throughout the year with affordability being one of the factors for consideration. For example the intake number for January 2021 has the potential to be amended. The number of PCSOs looking to become student officers is another factor. This will continue to be reviewed and acted upon as the number of PCSO becoming Police Officers has increased markedly over the last 3 years. The figures are currently 14.22 FTE over the 223.5 target

<u>Staff</u>

BUDGET:	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
OPFCC												
Project Staff (incl Agency)												
Commissioned Services												
Corporate Services												
Chief Constable												
Total Staff FTE Budget for the month (after vacancy factor)												
ACTUAL:												
OPFCC	15.61	15.61	17.60	16.61	16.61	15.61						
Project Staff (incl Agency)	5.00	3.00	3.00	3.00	2.00	1.00						
Commissioned Services	12.55	11.74	13.24	13.24	13.24	13.24						
Chief Constable	992.27	1009.97	1014.90	1016.77	1033.17	1038.83						
Total Staff against budget FTE	1025.43	1040.32	1048.74	1049.62	1065.02	1068.68						
Permanent Staff FTE	973.50	986.20	995.62	991.78	1004.18	1008.84						
Temporary Staff FTE (not including agency)	37.40	37.59	36.59	42.31	43.31	42.31						
Agency Staff FTE	14.53	16.53	16.53	15.53	17.53	17.53						
Total Staff against budget FTE	1025.43	1040.32	1048.74	1049.62	1065.02	1068.68						

Corporate Services has now been added into Chief Constable. All rows include Agency Staff unless stated.

OPFCC figures do not include the PCC/DPCC. The total number of actual Staff has increased by 3.66 FTE from the previous month.

One agency staff is on a supernumerary post. 16.53 x agency staff are backfill or interim postings against established posts (includes part time agency staff).

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Total Budget of all Officers, PCSO and Staff												
Total Actual Number of all Officers, PCSO and Staff	2733.15	2742.54	2742.50	2777.60	2797.75	2802.89						

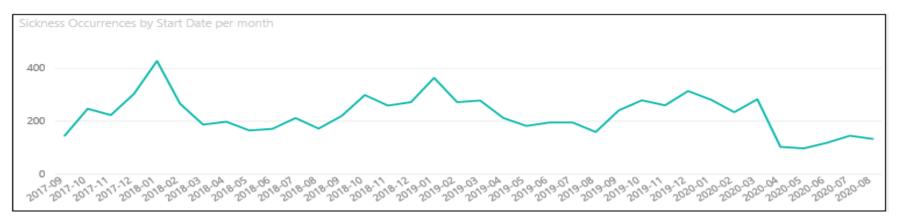
Citizens in Policing

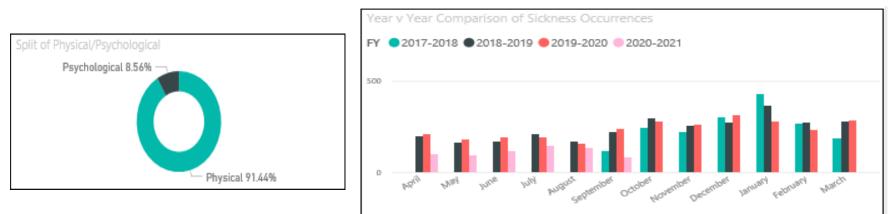
Citizens in Policing		-	-	_	-	_	_	_	_	-	_	_
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Specials long-term FTE Target												
Actual Specials FTE	99.00	99.00	113.00	99.00	98.00	111.00						
Actual Volunteers (including Police Cadets)	300.00	300.00	301.00	301.00	301.00	299.00						

The actual number of Special Constables has increased by 13, an intake took place in August

We currently have 299 volunteers in the following roles; Volunteer Advisors Front Counter Support Safer Neighbourhood Support Rural Watch Patrol Tape and information Facilitator Police Cadets Police Cadet Leaders PSV Driver Neighbourhood Support Volunteer Vehicle Checker

Sickness Data





Current initiatives

- Launch of e series platforms and on line toolkits to support 24/7 access and enhanced self-service options for individuals, managers and leaders.
- Enhancements to policies, procedures and guidance to reduce bureaucracy and ensure they are efficient and effective as possible.
- Targeted action and review of our long term sickness cases.
- Continued support and delivery of our Well-being approach and Well-being passports