

Performance and Resources Scrutiny Programme 2019

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

Title of Report:	Rebalanced Scorecard Gradings Cycle 1
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Chief Officer	Dr. Victoria Harrington
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1.0 Purpose of Report

This paper provides an overview of the final grades for the first cycle of the new “Rebalanced Scorecard” (the 14th cycle of Essex Police’s Balanced Scorecard process). This paper will also provide the rationale for the Force-level grades, as determined in the Force Performance Board, which was held on Wednesday 10 July 2019.

2.0 Recommendations

There are no recommendations. This report is for the board to note.

3.0 Executive Summary

This cycle of the Balanced Scorecard (BSC) was the first since the process was “Rebalanced”. The Rebalanced Scorecard now comprises four areas rather than 15, and contains Redline Measures (minimum standards) and Key Performance Indicators (KPIs) for all four areas.

At Force-level, the FOCUS quadrant of the BSC was graded as “**Requires Improvement**”. This was because three of the Redline Measures (High Harm Offences per 1,000 population v. MSG average, High Harm Solved v. MSG average and Emergency Response times v. 80% target) were not met. The High Harm solved rate and Emergency Response times have deteriorated since the last cycle.

Furthermore, two out of three Local Policing Areas (LPAs) and Crime and Public Protection Command graded themselves as Requires Improvement.

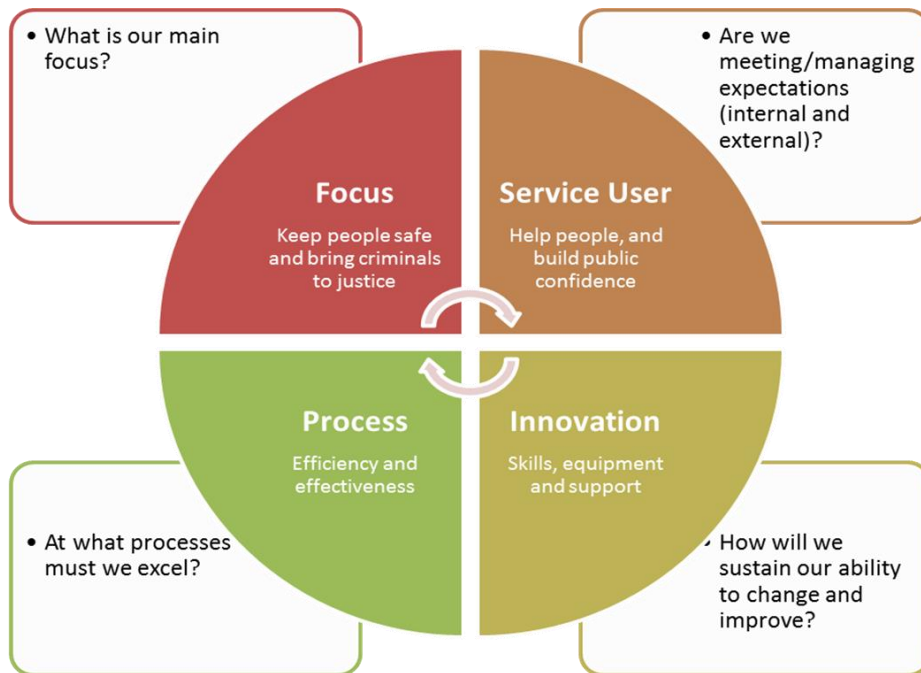
The three remaining quadrants of the Rebalanced Scorecard (SERVICE USER, PROCESS and INNOVATION) were graded as “Good”.

Due to the fact that this is the first cycle of a new process, no comparisons are available to previous BSC cycles.

4.0 Introduction/Background

Essex Police use the “Balanced Scorecard” (BSC) strategic performance management framework to assess its own performance. Grades are provided at command and Force-level for each of the four BSC areas: FOCUS, SERVICE USER, PROCESS and INNOVATION.

The following graphic details the four quadrants of the new Rebalanced Scorecard:



Essex Police use the grading names employed by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in its assessments. The grades are ‘Outstanding’, ‘Good’, ‘Requires Improvement’, and ‘Inadequate’.

Where possible, Essex Police benchmark its performance, either against other forces in its Most Similar Group (MSG) of forces, or against national or internal targets. This enables Essex Police to derive minimum standards (and consequently assess what is ‘Good’); these minimum standards are referred to as “Redline Measures”.

The BSC process is conducted on a quarterly basis.

5.0 Current Work and Performance

Individual commands first grade their performance for each area of the Rebalanced Scorecard, taking into account the recommended grades and analysis provided by the Performance Analysis Unit (PAU), as well as any relevant Redline Measures (minimum standards) and Key Performance Indicators (KPIs). These grades are then reviewed and moderated (where necessary) by the relevant Assistant Chief Constable/Director at Oversight Boards; Force-level grades are agreed at the Force Performance Board, which is chaired by the Deputy Chief Constable. Grades can therefore change at each stage of the process.

At Force-level, FOCUS was graded as ‘Requires Improvement’. The remaining areas (SERVICE USER, PROCESS and INNOVATION) were graded as ‘Good’.

1st Cycle Rebalance (14th Cycle)	Final Grading															
	Focus				Service User				Process				Innovation			
	Analyst	Command	Dev. Board	Per. Board	Analyst	Command	Dev. Board	Per. Board	Analyst	Command	Dev. Board	Per. Board	Analyst	Command	Dev. Board	Per. Board
North LPA	RI	RI	RI	RI	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good
South LPA	Good	RI	RI	RI	Good	RI	RI	RI	Good	Good	Good	Good	Good	Good	Good	Good
West LPA	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good
C&PP	Good	Good	RI	RI	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good
CJ	Good	Good	Good	Good	Good	Outstanding	Outstanding	Outstanding	Good	Good	Good	Good	Good	Good	Good	Good
OPC	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good
SCD	Good	-	Good	Good	Good	-	RI	RI	Good	-	Good	-	Good	-	Good	-
Force	RI			RI	Good			Good	RI			Good	Good			Good

The rationale for these final grades is detailed below. Please note that data for Cycle One are to April 2019.

FOCUS – Requires Improvement

Force Redline Measures for High Harm Offences, High Harm Solved and Emergency Response Times are not being met. The continuing deterioration in the Emergency Response times compared to the last cycle was an important factor in determining the score. High Harm Solved v MSG average has also deteriorated slightly. As there was no improvement in these areas, there was no justification to score above Requires Improvement.

Emergency Response times are now 6.8% points below the 80% response target. This figure has deteriorated from February 2019 when it was 6.4% points below.

High Harm Solved rates have deteriorated to 8.8% compared to 9.2% in February 2019.

High Harm Offences per 1,000 population remain above the MSG average but have moved closer to the average than in the previous cycle: 0.8 offences difference compared to 1.3 offences at the end of February 2019. The levels of Burglary compared to the MSG average is the main factor in this Redline not being met. Violence with injury and Other Sexual Offences are below the MSG average; Rape and Robbery of Personal Property are slightly above.

Two of the three LPAs and C&PP graded themselves as Requires Improvement. West LPA and the other Commands graded themselves as Good.

SERVICE USER – Good

Essex is not currently meeting its Redline Measure of being above the MSG average for confidence in local policing (Crime Survey of England and Wales); Essex is eighth in its MSG and 10.2% below the MSG average (it was 9.5% below at the last Force Performance Board). The Board acknowledged that local survey results continued to be stable so it was felt this was justification to grade the Force as good.

Only SCD and South LPA considered themselves to require improvement. CJ were graded as Outstanding. All other Commands graded themselves as good.

PROCESS – Good

Athena Compliance for Remand Files was below the 95% target; this was below the minimum standard in both April and May 2019 (there was also a slight deterioration in May). A File Quality Improvement Strategy has since been created to address file quality, disclosure and training issues; progress will be monitored and progressed via a new File Quality Board.

There was (in April) a strategic risk on the Force Risk Register with a score of 100; this related to the quality of Athena data. However, the score for this has now been reduced to 50, and does not therefore constitute a Redline.

All commands graded themselves as Good.

INNOVATION – Good

The Force is not meeting its two Redlines in relation to absenteeism of Police Officers and Staff. However, these figures are over a year out-of-date with a new release due soon. The Board considered that local data shows an improving picture in terms of absenteeism for both officers and staff.

The Board also discussed the local staff survey (pulse survey) which is seen as national best practice in how the data are used to inform change; the Force has response rates which continue to be above that which would be expected. The Board further considered other areas in which the Force are national leaders; examples included dotcom, the vital signs (marginal gains) work, and the Violence and Vulnerability Board, which encourages more effective collaboration with partners, and using the data held by each to direct activity.

All commands graded themselves as good.

6.0 Implications (Issues)

The Balanced Scorecard (BSC) is used to identify and address command and Force-level performance issues; the focus is on the areas that are graded at “Requires Improvement”. Many Force-wide issues that are discussed at the Force

Performance Board form the basis of discussions at the subsequent Essex Synergy and Performance Meeting (Synergy).

6.1 Links to Police and Crime Plan Priorities

The Balanced Scorecard processes incorporates a review of the seven priorities within the PFCC's Police and Crime Plan. The Force therefore takes into account these priorities as part of the Balanced Scorecard process.

6.2 Demand

The Balanced Scorecard ensures that demand is managed appropriately by identifying both good practice and areas of concern at a strategic level.

6.3 Risks/Mitigation

Risk is discussed as part of the Balanced Scorecard (BSC) process. Risks with a score of over 75 (namely those which are Likely or Almost Certain, with a Major or Catastrophic impact) constitute Redline Measures at both Force and Command-level.

6.4 Equality and/or Human Rights Implications

No equality or human rights implications were identified in the process of writing this report.

6.5 Health and Safety Implications

No health and safety implications were identified in the process of writing this report.

7.0 Consultation/Engagement

All commands involved in the Balanced Scorecard process are regularly consulted, particularly with the identification of "Redline Measures", Key Performance Indicators (KPIs) and the data required to support the effective completion of Balanced Scorecard returns.

The Performance Analysis Unit (PAU) are currently working with commands to identify evidence-based metrics for every command, and for every area within the new "Rebalanced Scorecard" (discussed at 9.0).

8.0 Actions for Improvement

The Balanced Scorecard identifies good practice, but also areas for improvement. Areas graded at "Requires Improvement" or below are discussed at the Chief Constable's Essex Synergy and Performance meeting.

9.0 Future Work/Development and Expected Outcome

In order to gain a more holistic view of the Force, more commands are to be introduced to the BSC process. Contact Management (which includes the Force Control Room and the Crime Bureau) will be introduced in the next cycle (in September); Strategic Change Directorate will be introduced in the following cycle.

It has also been acknowledged that some commands require additional support with regards data for both performance management and the BSC process. To this end, the Performance Analysis Unit (PAU) have produced a number of interactive data dashboards; these cover areas such as anti-social behaviour ASB and Domestic Abuse (DA). Further dashboards for Hate Crime and High Harm offences are currently being developed.