

Performance and Resources Scrutiny Programme 2019/2020

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

Title of Report:	Plan on a Page and PFCC Priorities – Aspirational MSG Positions – July 19 data
Agenda Number:	10ii)
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Date Paper was Written	26 September 2019
Version Number	1.3
Report from:	Essex Police
Date of Meeting:	31 October 2019
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Date of Approval:	28 October 2019

1.0 Purpose of Report

To provide a quarterly update on Essex Police's 'Plan on a Page and PFCC Priorities Aspiration' document. This is a substantive agenda item for the PFCC Performance and Resources Scrutiny meeting.

2.0 Recommendations

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

3.0 Executive Summary

Essex is **meeting its aspiration in three out of the 10 areas:**

- Violence with Injury – offences.
- Percentage sick – officers (latest available data March 2019).
- Trafficking of Drugs – solved rate

Essex is **not meeting its aspiration in seven areas:**

- Public confidence.
- All Crime – offences.
- All Crime – solved rate.
- Violence with Injury – solved rate.

- Trafficking of drugs – offences.
- Homicide – solved date.
- Percentage sick – police staff.

Since the last quarterly update, Essex's MSG position has **improved in four areas**:

- Percentage sick – officers.
- Trafficking of drugs – offences.
- Trafficking of drugs – solved rate
- Homicide - offences.

Since the last quarterly update, Essex's MSG position has **deteriorated in one areas**:

- Violence with Injury – solved rate.

There is no aspiration for Killed or Seriously Injured (KSI), or for Homicide offences.

No new data was available for two areas (Public Confidence and KSI).

4.0 Introduction/Background

In September 2017, a paper was submitted to the OPFCC identifying the joint Essex Police and PFCC priorities which may benefit from setting a future ambition. This involved using comparative rankings of Essex's Most Similar Group (MSG) of police forces, and commentary from command leads. In August 2018, command leads refreshed these aspirations, along with their rationale.

In this report – which is a quarterly update to accompany the PFCC quarterly report – Essex was re-reviewed against its MSG for percentage change, and for its overall rate. For crime, this is measured by offences per 1,000 of the population; other areas have different metrics, as well as different reporting periods.

It is important to note that it is possible to be fifth or lower in an MSG, and still be performing above the average if other Forces have significantly lower performance.

4.0 **Current Work and Performance**

The table below shows Essex's priority areas against performance (based on iQuanta data).

Essex's MSG Aspiration								
Priority Area	Available from iQuanta	Per 1000 pop. or Unit of Measurement		MSG Position Sparkline - Previous 12 Data Points (see notes below for data periods)	Change required to reach MSG Average	Change required to reach top quartile in MSG	Aspiration	Updated Rationale (August 2018)
		MSG Position	Unit of Measurement					
Priority 1 - More local, visible and accessible policing	Public Confidence (CSEW)	8	50.40%		4.8% points	8.0% points	MSG Average	The percentage of people who say the police are doing an excellent or good job in their local area has declined and we remain bottom of our MSG. Our aspiration is to be in line with the MSG average. Discussions with academics from Anglian Ruskin University specialising in the psychology of consumer behaviour show that it can take a long time to change public opinion and that we would expect to see changes / improvements in the results over a two year period and therefore the original rationale is mainly unchanged. We aim to achieve this through: <ul style="list-style-type: none"> Ensuring the local level Engagement Plans (implemented in 2018) as part of the three Year Public Engagement Strategy adhere to the strategic guidance and deliver a consistent quality of mandatory public engagement activity across the county Using the results of the public perception survey to evaluate local engagement activity, identifying differences between local areas and how we can improve performance and target initiatives. Using insight from public and victim feedback to increase satisfaction which is a driver of public confidence. This will be monitored through the DCC chaired Victim Focus and Public Confidence Board and included in performance updates at the Force SLT and Synergy meetings.
Deliver the best possible service that promotes satisfaction and confidence								
Priority 1 - More local, visible and accessible policing	All Crime Offences	8	89.98 per 1,000 pop.		-21,265 offences	-31,190 offences	4th in MSG	Preventing crime and protecting people is at the heart of the Essex Police Mission and fundamental to good policing. The force has invested heavily in to developing partnership arrangements focused on prevention, for example, community safety hubs, street triage, and closer working with key partners in cases involving sexual abuse and offences against children. The force has also launched a crime prevention strategy which details nine key areas of focus and is supported by a 4P action plan in relation to each.
Prevent crime and protect people from harm								
Solve crime and bring offenders to justice	All Crime Solved Rate	5	14.40%		N/A - already better than average.	0.60% points	Upper Quartile	Whilst solving crime remains a key indicator of policing success, the new crime outcome codes better reflect the range of ways policing and others can deliver an appropriate sanction or intervention for offenders. The force has invested in training for supervisors to understand the different outcome categories and will soon be allowing sergeants to close crimes using a wider number of these outcomes. Work with partners is ongoing to develop the restorative justice approaches across the county which will include
Priority 4 - Reverse the trend in serious violence	Violence with Injury	4	8.21 per 1,000 pop.		N/A - already better than average.	-1,397 offences	4th in MSG	Our comparative ranking based on the rate of violence with injury offences has remained stable at 5th in our MSG. Our aspiration is to be in the upper quartiles and achieve 4th in our MSG. We aim to achieve this through: <ul style="list-style-type: none"> Preventative action through targeting DA perpetrators and victims (Op Shield). JUNO teams expanding their role to include medium and standard risk DA (currently in the South LPA only) to increase the number of solved DA outcomes. Continued Night Time Economy analysis to identify and target hotspots. This will be monitored by ACC LP&PPU.
Violence with Injury								
Priority 4 - Reverse the trend in serious violence	Violence with Injury Solved Rate	4	18.20%		0.46% points	0.40% points	Upper Quartile	Relative performance for the violence with injury solved rate has remained stable at 4th in our MSG for the last two data periods having previously declined. Our aspiration is to once again achieve an upper quartile ranking within our MSG through: <ul style="list-style-type: none"> Implementation of the CARA model to provide greater focus on those offences that require fuller investigation; and JUNO teams expanding their role to include medium and standard risk DA (currently in the South LPA only) to increase the number of solved DA outcomes. This will be monitored by ACC LP & PPU. The force is focusing on the quality of crime investigation supervision and that sergeants are being focused towards
Violence with Injury								
Improve safety on Essex's roads	Killed or Seriously Injured (KSI) data	7 (last data to June 2018)	1.188 Casualties per 100M veh kms		N/A	N/A	(Not just police dependent)	Despite a poor start to 2018 the number of people killed or seriously injured (KSI) on Essex roads has reduced and we remain on target to reduce the number of KSI casualties to 868 per annum by 2020 as agreed by the safer Essex Roads Partnership Board (SERP). A number of challenges remain including concerns focused upon the significant increase in the number of drivers being arrested for drug driving. Analytical data also highlights cyclists remaining a vulnerable road user group during 2018 alongside road traffic collisions involving cars and being driven by young people (17-25). Two priority road safety campaigns are currently being prepared by the Safer Essex Roads Partnership * Young Driver * "Street Spirit" focused on Moped riders * Intelligence led multi agency operations focus on enforcing fatal 4 (speed, seatbelts, drink/drug driving/mobile phones ** Extra Eyes" campaign continues to review average 320 incidents supported with footage per months prosecuting average 140 road users. * As a trial Maldon District Council Community Protection officers enforcing speed limits across the Maldon District Council area. PCSO staff enforcing speed limits across Tendring District with Braintree / Uttlesford to come on line shortly. * Launch Sept 6th "Safe Pass" focused on protecting vulnerable road user groups Cyclists & horse riders.
Priority 7 - Improve safety on our roads								
Priority 5- Tackle gangs and organised crime	Trafficking of Drugs - Offences	3	0.42 per 1,000 pop.		N/A - already better than average.	-54 offences	2nd in MSG.	We are continuing to develop our approach to drugs and its links with Gangs.
	Trafficking of Drugs - Solved Rate	3	74.50%		N/A - already better than average.	3.0% points	3rd in MSG.	A "Pan Essex" approach is being developed which will see Essex Police working with a number of key partners to address this issue across Essex, focusing on key violence & vulnerability issues – ensuring an effective prevention & diversionary process is in place.
Priority 4 - Reverse the trend in serious violence	Homicide Offences	4	0.008 per 1,000 pop.		N/A - already better than average.	-3 offence	(Small numbers)	Homicides are low in number compared to other volume crime however the impact is significant. The recent offences have shown an increase in the number of offences linked to drug supply lines and associated violence. Domestic abuse and night time economy also continues to factor as a motivation for this type of offending as outlined in the homicide problem profile. Homicide suppression is challenging so focus is placed on these motivation factors and the force has a clear 4P plan around County lines and gangs and a Domestic abuse strategy to reduce both types of offending.
	Homicide Solved Rate	7	53.00%		41.11% points	70.20% points	Best in MSG	The solved rate is reflective of those investigations where a charge has been secured. This tends to be either a quick resolution and as such the offender is named or captured through early "golden hour" activity hence the solved outcome is assigned within the reporting period or the investigation has an unknown offender and is categorised as a category A or B offence requiring more resourcing and complex investigation. This can go on for a long period of time and often the outcome is assigned outside of the reporting period. Due to this the solved rate can fluctuate greatly due to low numbers but also cross over annual reporting periods.
Reduce Absence	Percentage Sick (Police Officers)	5 (last data to March 2019)	4.4% of contracted hours lost		-0.2%	-1.5%	7th in MSG.	It remains the aspiration of the force to ensure an effective, healthy and supported workforce. In respect of officers there has been a reduction in the average days lost per person each year from 2015/16 (13.08) to 2017/18 (10.85). The reduction has continued with 3.81 average days lost per person so far this financial year to date (April to August 2018) compared with 4.29 for April to August 2017.
	Percentage Sick (All Police Staff)	7 (last data to March 2018)	4.8% of contracted hours lost		-0.6%	-1.7%	5th in MSG.	Average days lost per person for staff (excluding PCSOs) for April to August is 3.46, which is a slight increase when compared to April to August 2017 (3.00). Similarly, PCSOs has increased marginally from 5.47 (April to August 2018) to 6.40 (April to August 2017). However it should be noted that absence in August 2018 for both staff and PCSOs was lower when compared to August 2017. The bi-monthly DCC absence scrutiny boards remain a key aspect of the governance of the overarching improvement programme and the Performance Improvement Unit continue to be actively involved in the Absence Management Group processes, ensuring that support is provided and where specific issues are identified, scrutiny is applied with Senior Leadership Teams. Human Resources Advisors will continue with the proactive 'Days of Action' which allows for local engagement between the HR professionals and line managers. In addition the 'Feel Well Live Well' programme which aims to promote personal resilience continues, introducing a programme specifically designed for supervisors and managers. This will commence in October 2018. The Feel Well Live Well refreshers are proving to be successful and continue to be rolled out to enable previous attendees to embed their learning and positive coping strategies.

Key	
	Plan on a Page
	PFCC Priority
	Below Aspiration
	Met or Exceeded Aspiration

The table below shows priority areas against performance:

Essex's MSG Aspiration					
Priority Area	Available from iQuanta	Aspiration	April 2019 MSG Position	July 2019 MSG Position	Update July 2019 data
Priority 1 - More local, visible and accessible policing	Public Confidence (CSEW)	MSG Average	8	8	Essex remains eighth in its MSG. In order to reach the MSG average, confidence would need to improve by 7% points (8.81% points previously). To reach the top quartile rank, confidence would need to improve by 14.1% points (12.07% points previously).
Deliver the best possible service that promotes satisfaction and confidence					
Priority 1 - More local, visible and accessible policing	All Crime Offences	4th in MSG	8	8	Essex has remained 8th in its MSG. In order to reach the MSG average, crime would need to reduce by 21,265 offences (19,279 previously). To reach the top quartile rank, crime would need to reduce by 31,190 offences (28,450 previously) for the year.
Prevent crime and protect people from harm					
Solve crime and bring offenders to justice	All Crime Solved Rate	Upper Quartile	5	5	Essex has remained fifth in its MSG. All crime solved rate is now in line with the MSG average. To reach the top quartile rank the solved rate would need to be 0.60% points better (previously 0.80% points).
Priority 4 - Reverse the trend in serious violence	Violence with Injury Offences	4th in MSG	4	4	Essex remains fourth in its MSG and has already reached the MSG average. To reach the top quartile rank, crime would need to reduce by 1,397 offences (previously 1,027) for the year.
Violence with Injury					
Priority 4 - Reverse the trend in serious violence	Violence with Injury Solved Rate	Upper Quartile	3	4	Essex has fallen to fourth in its MSG. In order to reach the MSG average, the solved rate would need to increase by 0.46% points (previously 0.17% points). To reach the top quartile rank the solved rate would need to be 0.40% points better (previously 0.10% points).
Violence with Injury					
Improve safety on Essex's roads	Killed or Seriously Injured (KSI) data	(Not just police dependent)	7 (last data to June 2018)	7 (last data to June 2018)	Essex has remained 7th in its MSG.
Priority 7 - Improve safety on our roads					
Priority 5- Tackle gangs and organised crime	Trafficking of Drugs - Offences	2nd in MSG.	4	3	Essex has improved to third, and continues to exceed the MSG average. To reach the top quartile rank, crime would need to reduce by 54 offences (previously 83 offences) for the year.
	Trafficking of Drugs - Solved Rate	3rd in MSG.	4	3	Essex has improved to third in its MSG and has already reached the MSG average. To reach the top quartile rank the solved rate would need to be 3.0% points better (previously 1.19% points).
Priority 4 - Reverse the trend in serious violence	Homicide Offences	(Small numbers)	5	4	Essex has improved to fourth in its MSG and has already reached the MSG average. To reach the top quartile rank, crime would need to reduce by 3 offences (2 previously) for the year.
	Homicide Solved Rate	Best in MSG	7	7	Essex has remained 7th in its MSG. In order to reach the MSG average, the solved rate would need to increase by 41.11% points (previously 14.51% points). To reach the top quartile rank the solved rate would need to be 70.20% points better (previously 26.30% points).
Reduce Absence	Percentage Sick (Police Officers)	7th in MSG.	7 (last data to March 2018)	5 (last data to March 2019)	Essex has improved to fifth in its MSG. In order to reach the MSG average, % sickness would need to fall by 0.2% points. To reach the top quartile rank, sickness would need to fall by 1.5% points.
	Percentage Sick (All Police Staff)	5th in MSG.	7 (last data to March 2018)	7 (last data to March 2019)	Essex remain seventh in its MSG. In order to reach the MSG average, % sickness would need to fall by 0.6% points. To reach the top quartile rank, sickness would need to fall by 1.7% points.

Key	
	Plan on a Page
	PFCC Priority
MSG Position 4	Below Aspiration
MSG Position 4	Met or Exceeded Aspiration

Notes
The difference to the MSG average (or to any position in the MSG) calculation is only valid if all other Forces remain static.
Killed and Seriously Injured (KSI) data are measured per 100 million vehicle kilometres.
Data are for the 12 months to July 2019, with the exception of:
o Public confidence: quarterly (last data to March 2019).
o KSI: monthly (last data to June 2018).
o Sickness: yearly (last data to March 2019).

6.0 Implications (Issues)

Comparisons to MSGs can identify areas in which forces are performing well. Conversely, they can also identify areas in which performance may need to be reviewed.

6.1 Links to Police and Crime Plan Priorities

The report details Essex Police's performance against the priorities set out in the PFCC's Police and Crime Plan.

6.2 Demand

Commands were consulted about their aspirational MSG position. Their consequent rationale included the relative demand (current and likely future) facing their area of business, and therefore what aspiration was realistic and achievable.

6.3 Risks/Mitigation

Setting targets in policing can negatively skew officer behaviour. However, the risk of this occurring has been mitigated by the setting of aspirations, rather than numerical targets.

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

Heads of Command (for example the Director of Strategic Change, the Head of Roads Policing, and the Head of Human Resources), and operational leads in the Local Policing Areas and the Kent and Essex Serious Crime Directorate, were consulted in the formation of the aspirations. The information/aspirations consequently formed were then agreed at Chief Officer-level.

8.0 Actions for Improvement

This report identifies how Essex is performing in comparison to its MSG, and consequently areas in which an improvement in performance may be required.

The performance metrics, and the means by which MSG aspirations are determined for this report, will be reviewed with the OPFCC ahead of the next quarterly report to ensure they are the most appropriate indicators for the priorities set out in the PFCC's Police and Crime Plan.

9.0 Future Work/Development and Expected Outcome

This report is a quarterly agenda item.

10.0 Decisions Required by the Police, Fire and Crime Commissioner

This report is purely for the information of the Police, Fire and Crime Commissioner.