

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 4
Agenda Number:	6.0
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Date Paper was Written	4 May 2020
Version Number	1.1
Report from:	Essex Police
Date of Meeting:	21 May 2020
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Date of Approval:	5 May 2020

1.0 Purpose of Report

This paper provides an overview of the final grades for the Cycle 4 of the “Rebalanced Scorecard” (the 17th 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 held on Wednesday 1 April 2020.

2.0 Recommendations

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

3.0 Executive Summary

There were no changes in the final Force grades in this cycle (4th) compared to the previous cycle (3rd). **Our People** was graded as **Good**. The remaining three areas (**Keeping People Safe**, **Community Focus**, and **Efficiency & Effectiveness**) were graded at **Requires Improvement**.

Keeping People Safe – **Requires Improvement**

This area relates to our priorities, namely preventing crime, keeping our communities safe, protecting the vulnerable, violence (including Serious Organised Violence), and identifying suspects and bringing them to justice (targeting the most harmful).

The Primary Redline Measure for this area is the volume of Violence with Injury (VWI) solved offences. Essex Police **solved 475 fewer VWI offences** for the 12

months to December 2019 compared to the 12 months to December 2018. Although there has been an upward trend since October (the beginning of the review period), the year-on-year decline was experienced in all LPAs.

It was noted that there has been an improvement in High Harm Offences per 1,000 population, and in the Emergency Response Grade of Service (G.O.S.) since the last Force Performance Board. However, both remain below the Redline.

The Board noted that there has been a decrease in DA arrests (both in volume and as a rate). 1,768 were arrested between October to December 2019 (current Force Performance Board data period) v. 1,901 arrested the same period in 2018; this equates to 133 fewer (or a 7.0% reduction). The DA arrest rate for the Force Performance Board period was 23.6%.

For Essex Police to grade themselves as 'Good' for Keeping People Safe, it was agreed that the Force would need to see an increase in the VWI solved volumes.

Community Focus – Requires Improvement

This area relates to how we are meeting the needs and expectations of the communities of Essex and our partners, specifically in relation to visibility and accessibility, public confidence, looking after our victims, and working with our partners.

The Primary Redline Measure for this area is Confidence in Local Policing (from the Crime Survey of England and Wales). Confidence is now at 45.0%, a decline from the 46.9% reported at the previous Force Performance Board. Essex is eighth in its MSG and **10.7% points below the MSG average**. There has therefore been a deterioration in both Essex's distance from MSG average since the last Force Performance Board (when it was 9.9% points below the MSG average) and in overall confidence levels.

It was noted that the KPIs relating to Contact Management in the review period had deteriorated. However, Contact Management metrics between May (when the changes in the Resolution Centre for South LPA came into effect) and December 2019 had improved in every area (other than Abandoned FCR 101 calls) compared to the same period in 2018.

Efficiency & Effectiveness – Requires Improvement

This area is about how efficient and effective our processes are, specifically in relation to improving our ability to address our priorities and meet the needs of the public.

The Primary Redline Measures for this area are File Quality and Forecast Outturn¹. Although the **Forecast Outturn for the Force is an underspend**,

¹ In the previous cycles of the Balanced Scorecard, one of the Primary Redline Measures was forecast overtime spend. However, it was recognised that overtime spend in isolation did not account for vacancies, agency staff, contractors or allowances; many commands were showing forecast overtime overspends (and had a recommended grade of Requires

Athena File Quality is not only below the 95% target but has deteriorated to 79.8% from 86.2% at the last Force Performance Board. Despite the file quality work that is being conducted, the Force is still not seeing an increase in VWI solved volumes.

It was therefore agreed that whilst Essex Police was close to ‘Good’ for Efficiency & Effectiveness, more focus was required on the KPIs.

Our People – Good

This area relates to how we are sustaining our ability to change and improve, and consequently address our priorities. It covers subjects such as staff satisfaction and the link between organisation and procedural justice, absenteeism (police officer and staff), and recruiting and training investigators.

The Primary Redline Measure for this area is Staff and Officer Sickness.

Although the current Most Similar Group of forces (MSG) officer and staff sickness position is unknown (national data are released annually, and the last update was to March 2019), **improvements have been seen in officer sickness** and in the majority of the KPIs in this area. Only three commands – North LPA, C&PP and Contact Management – graded themselves as ‘Requires Improvement’.

The Board agreed that if performance continues to improve, that the grade in this area could shift to ‘Outstanding’.

Cycle 4 v. Cycle 3

Comparing Cycle 4 to the Cycle 3 at command-level:

- **Three upgrades** from Requires Improvement to Good.
- **Five downgrades** from Good to Requires Improvement.
- **One downgrade** from Outstanding to Good.

4th Cycle Rebalance (17th Cycle)	Final BSC Grades											
	Keeping People Safe			Community Focus			Efficiency & Effectiveness			Our People		
	Cycle 3	Cycle 4	Change	Cycle 3	Cycle 4	Change	Cycle 3	Cycle 4	Change	Cycle 3	Cycle 4	Change
Contact Management	RI	RI	-	Good	RI	↓	Good	Good	-	RI	RI	-
North LPA	RI	RI	-	Good	Good	-	Good	Good	-	Good	RI	↓
South LPA	RI	Good	↑	Good	RI	↓	Good	RI	↓	Outstanding	Good	↓
West LPA	RI	RI	-	Good	Good	-	Good	Good	-	Good	Good	-
C&PP	RI	RI	-	Good	Good	-	Good	Good	-	RI	RI	-
CJ	Good	Good	-	Good	Good	-	Good	Good	-	Good	Good	-
OPC	Good	Good	-	Good	Good	-	RI	Good	↑	Good	Good	-
SCD	Good	Good	-	Good	Good	-	Good	RI	↓	Good	Good	-
SSD	Good	Good	-	Good	Good	-	Good	Good	-	Good	Good	-
Strategic Change	Good	Good	-	Good	Good	-	Good	Good	-	RI	Good	↑
Force	RI	RI	-	RI	RI	-	RI	RI	-	Good	Good	-

Improvement) when they were forecast an overall underspend. It was therefore agreed that the forecast outturn was a more representative metric.

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:

1. **Keeping People Safe**
2. **Community Focus**
3. **Efficiency & Effectiveness**
4. **Our People**

The following graphic details the four quadrants of the 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 benchmarks 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. Individual commands first grade their performance for each area of the Rebalanced Scorecard, considering 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. Force-level grades are agreed at the Force Performance Board, which is chaired by the Deputy Chief Constable.

5.0 Current Work and Performance

Data are to the end of December 2019 (the same data period used for command-level meetings).

5.1 – Keeping People Safe – Requires Improvement

Improvement in High Harm Offences per 1,000 population, volumes of Violence with Injury solved and Emergency Response grade of service since the last Force Performance Board. However, all remain below the Redline.

KPIs

- **Stable** trend in **Stop & Search** since September 2019 (driven by Operation. SCEPTRE).
- **Stable** trend for the **average number of days taken to investigate Domestic Abuse (DA)**.
- **Stable** trend in the **numbers of DA investigations where victims do not support**.
- **Decrease** in **DA arrests**: 1,768 arrested Oct-Dec 2019 v. 1,901 Oct-Dec 2018; this equates to 133 fewer (or a 7.0% reduction). Arrest rate: 23.6% Oct-Dec 2019.

Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences – Not Met.** Improving since September 2019, but still 475 fewer for the 12 months to December 2019 compared to the 12 months to December 2019
- **High Harm Offences per 1,000 – Not Met.** However, improvement since last Force Performance Board in October (data to September) from 18.3 to 17.9 (due to falling levels of Burglary Residential).
- **High Harm Solved Rate – Not Met.** Below Most Similar Group of forces (MSG) average and no change since last Force Performance Board. Violence with Injury has deteriorated, however, since the last Force Performance Board, and is further away from the MSG average.
- **Emergency Response Times – Not Met.** Remains below the 80% target at 71.8%, but slight improvement since 12-month position in last Force Performance Board (71.4%).
- **High Harm Victim Contact Contract (VCC) Compliance – Met.** 99.8%.
- **Risk Register Scores Above 75 – Met.** No items.
- **HMICFRS Effectiveness Inspection Grading – Met (Good).**

5.2 – Community Focus – Requires Improvement

Primary Redline Measure of Confidence not met. Although every other Redline is met, KPIs are deteriorating in the Force Control Room (FCR) and Resolution Centre.

KPIs

- **999, Force Control Room (FCR) and Resolution Centre (RC) 101 Wait Times and Abandonment Rates** **worse** than previous years (especially in the RC in November and FCR in December).
- **Stable** use of **Criminal Behaviour Orders (CBOs)** and **Community Protection Warnings (CPWs)**.

Redlines

- **PRIMARY REDLINE: Confidence in local policing (CSEW) – Not Met.** Essex is eighth in its Most Similar Group of forces (MSG) and 10.7% below the MSG average. There has been both a deterioration in its distance from the MSG average (9.9% at last Force Performance Board) and in overall confidence levels: 45.0% to September compared to 46.9% at the last Force Performance Board.
- **ASB Perception (CSEW) – Met.** 3.6% v. MSG average of 4.7%.
- **Victim Contact Contract (VCC) Compliance – Met.** 95.5%.
- **High Harm Victim Contact Contract (VCOP) Compliance – Met.** 100%.
- **Risk Register Scores Above 75 – Met.** No items.

5.3 – Efficiency & Effectiveness – Requires Improvement

Although the Force is forecast an underspend, Athena file quality (the second Primary Redline) is not only below target but has deteriorated. Furthermore, despite the file quality work that is being conducted, the Force is not seeing an increase in High Harm solved volumes (specifically for Violence with Injury offences).

KPIs

- **Stable** numbers of **Quality of Investigation audits**.
- **Stable Crime Conversion rate** – between 66-69%.
- **Stable** numbers of **Domestic Violence Prevention Orders (DVPOs)**:
October x 18, November x 13, December x 12.

Redlines

- **PRIMARY REDLINE 1: Forecast Outturn – Met** (forecast underspend).
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files – Not Met:** 79.8%. This is below the 95% target. There has also been a deterioration on the 86.2% compliance reported in at the last Force Performance Board.

5.4 – Our People – Good

Current Most Similar Group of forces (MSG) officer and staff sickness position unknown (national data released annually). Improvements also been seen in officer sickness and in the majority of KPIs.

KPIs

- **Personal Development Review (PDR) completion rates – improving** (92.3% in December compared to 91.8 in October)
- **Outstanding vetting - improving** (continued decline in volumes).
- **Increasing** proportion of **female police officers** (33.7% in December compared to 33.3% in Sept 19) **and specials** (32.4% in December compared to 31.6% in September)
- **Stable** proportion of **Black, Asian and Minority Ethnic (BAME) officers, staff, specials and PCSOs.**
- **Stable** trend for **accredited detectives against required establishment** since May 19 (55.6% Dec 19).

Redlines

- **PRIMARY REDLINE MEASURE 1: Absenteeism of officers** v. Most Similar Group of forces (MSG) average - **Not Met**. Improvement compared to 12 months to March 2018 (5.1% in March 2018 to 4.4% in March 2019). **Decreasing trend** in hours lost per officer YTD v. previous years.
- **PRIMARY REDLINE MEASURE 2: Absenteeism of staff** v. MSG average - **Not Met**. Slight deterioration compared to 12 months to March 2018 (4.7% in March 2018 to 4.8% in March 2019). **Increasing trend** in hours lost for police staff in review period v. previous years.

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”. 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 the seven priorities within the PFCC’s Police and Crime Plan. The Force therefore considers 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 Key Performance Indicators (KPIs), "Redline Measures" 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 both every area of the business, 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

Pause to Cycle 5 of the Balanced Scorecard

Due to the spread of Covid-19, and its impact on policing, it was agreed that Cycle 5 of the Rebalanced Scorecard in its current form would be postponed for the reporting period 1 January to the 31 March 2020. Whilst the Force is not currently experiencing elevated demand or significant levels of staff absence as a result of the disease, pausing the Balanced Scorecard will relieve the pressure on commands to hold meetings and provide a return.

The PAU will continue to supply the Force and the PFCC areas with analysis relating to the Balanced Scorecard, however, as well as daily performance information during Covid-19.

APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 17

