

## Performance and Resources Scrutiny Programme 2019

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

<b>Title of Report:</b>	<b>Rebalanced Scorecard Gradings Cycle 3</b>
<b>Agenda Number:</b>	<b>7</b>
<b>Chief Officer</b>	<b>Dr. Victoria Harrington</b>
<b>Date Paper was Written</b>	<b>5 February 2020</b>
<b>Version Number</b>	<b>1.0</b>
<b>Report from:</b>	<b>Essex Police</b>
<b>Date of Meeting:</b>	<b>27 February 2020</b>
<b>Author on behalf of Chief Officer:</b>	<b>Matt Robbins, 42073495 Corporate Performance Analyst</b>
<b>Date of Approval:</b>	<b>11 February 2020</b>

### 1.0 Purpose of Report

This paper provides an overview of the final grades for Cycle 3 of the “Rebalanced Scorecard” (the 16<sup>th</sup> cycle of Essex Police’s Balanced Scorecard process). This paper will also provide the rationale for the Force-level grades, as determined at the Force Performance Board held on Wednesday 8 January 2020.

### 2.0 Recommendations

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

### 3.0 Executive Summary

At the Force Performance Board, a discussion took place as to what measures constituted the ‘key’ Redline Measure for each Balanced Scorecard (BSC) area. It was agreed that if these measures were not met, the Force could not grade itself above ‘Requires Improvement’ in that area. These measures were referred to as ‘Primary Redline Measures’ and were consequently used to determine the final Force grades. The Primary Redline Measures agreed were:

- FOCUS: High Harm Solved volumes.
- SERVICE USER: Confidence in local policing.
- PROCESS: File Quality and overtime.
- INNOVATION: Sickness.

As a result of this decision, **three of the four areas of the Balanced Scorecard (BSC) were graded as 'Requires Improvement' (RI)**. The remaining area (INNOVATION) was graded as 'Good'.

### **FOCUS – 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).

**FOCUS was graded at RI** since three of the Redline Measures (High Harm Offences per 1,000 population, High Harm Solved Rate and Emergency Response Times) were not met. Furthermore, the Primary Redline Measure (High Harm solved volumes) is deteriorating; this is being driven by decreasing volumes of solved Violence with Injury offences.

### **SERVICE USER – 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.

**SERVICE USER was graded at RI**, as although the Redlines relating to ASB Perception and Victim Contact Contract (VCC) were met, the Primary Redline Measure (public confidence) is not. Furthermore, confidence continues to decline in both the national and internal survey, especially amongst victims and BAME groups.

### **PROCESS – 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.

**PROCESS was graded at RI**. This was because Athena Compliance for Remand Files is not being met, and the volume of High Harm offences being solved volume is declining (in spite of the investigation and file quality work that is being conducted). Furthermore, there is a forecast overspend for Police Officers and Police Staff.

### **INNOVATION – 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.

**INNOVATION was graded at Good**. Although the Redline Measure for Absenteeism of Officers and Staff was not met in March 2019, the current position is unknown (data are only released annually). There has also been an improvement in police officer absenteeism since national data were last released.

**Cycle 2 v. Cycle 3**

There was only one change at Force-level: SERVICE USER was downgraded from Good to Requires Improvement. This was due to the decision to defer to the Primary Redline Measure (as above), namely public confidence, levels of which have deteriorated in both the Crime Survey of England and Wales (CSEW) survey and the internal Essex Police survey.

The below table details the grades for Cycles 2 and 3 of the Rebalanced Scorecard at both Force and command-level. The ‘tube map’, detailing Force-level grades since the Balanced Scorecard was introduced at Essex Police, can be found at Appendix One.

Please note that no grade was given at Force-level for INNOVATION in Cycle 2 due to the lack of Human Resources (HR) metrics. HR metrics are now included, so a grade could be given in Cycle 3.

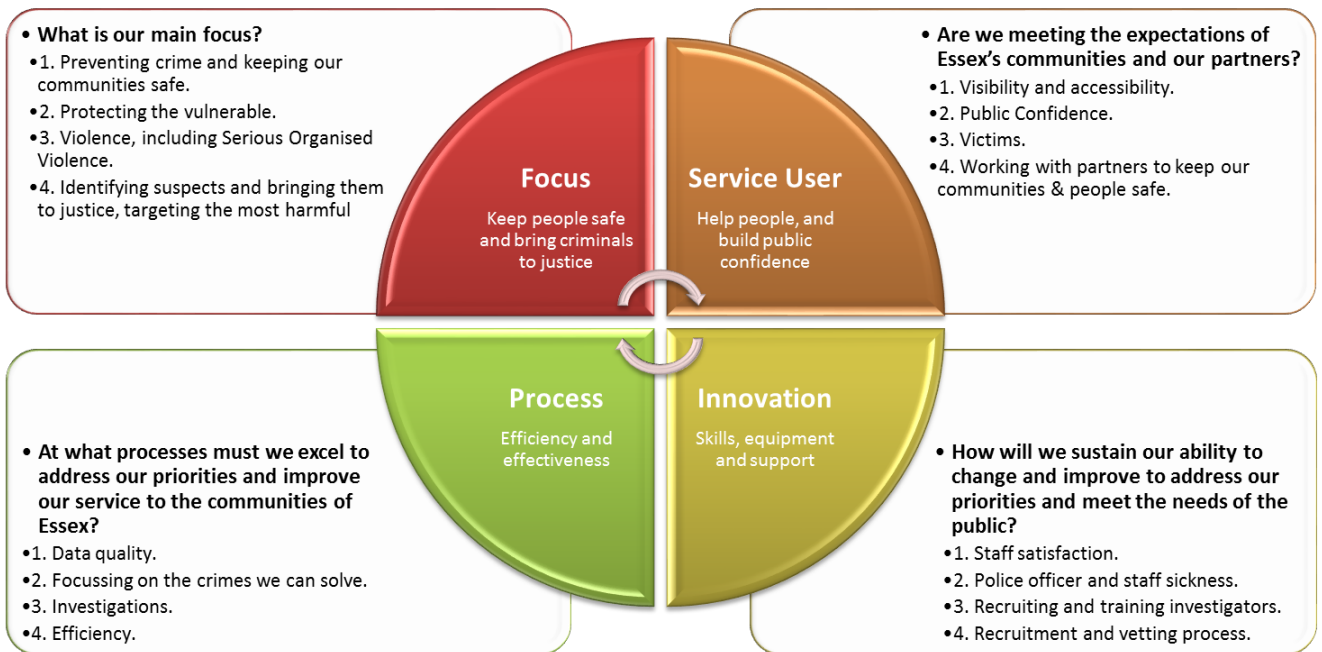
3rd Cycle Rebalance (16th Cycle)	Final BSC Grades											
	Focus			Service User			Process			Innovation		
	Cycle 2	Cycle 3	Change	Cycle 2	Cycle 3	Change	Cycle 2	Cycle 3	Change	Cycle 2	Cycle 3	Change
Contact Management	RI	RI		Good	Good		Good	Good		Good	RI	↓
North LPA	RI	RI		Good	Good		Good	Good		Good	Good	
South LPA	Good	RI	↓	Good	Good		RI	Good	↑	Good	Outstanding	↑
West LPA	RI	RI		Good	Good		RI	Good	↑	Good	Good	
C&PP	RI	RI		Good	Good		Good	Good		Good	RI	↓
CJ	Good	Good		Good	Good		Good	Good		Good	Good	
OPC	Good	Good		Good	Good		RI	RI		Good	Good	
SCD	RI	Good		RI	Good	↑	RI	Good	↑	Good	Good	
SSD	Good	Good		Good	Good		Good	Good		Good	Good	
Strategic Change	-	Good		-	Good		-	Good		-	RI	
<b>Force</b>	RI	RI		Good	RI	↓	RI	RI		No Grade	Good	

**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. **FOCUS** (formerly **KEEPING PEOPLE SAFE**).
2. **SERVICE USER** (formerly **COMMUNITY FOCUS**).
3. **PROCESS** (formerly **EFFICIENCY & EFFECTIVENESS**).
4. **INNOVATION** (formerly **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

At Force-level, FOCUS, SERVICE USER and PROCESS were graded as 'Requires Improvement'. INNOVATION was graded as 'Good'.

3rd Cycle Rebalance (16th Cycle)	Final - FPB Grading							
	Focus		Service User		Process		Innovation	
	Analyst	Command Grade	Analyst	Command Grade	Analyst	Command Grade	Analyst	Command Grade
Contact Management	RI	RI	Good	Good	RI	Good	RI	RI
North LPA	RI	RI	Good	Good	Good	Good	Good	Good
South LPA	RI	RI	Good	Good	Good	Good	Good	Outstanding
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	RI	Outstanding	Good
SCD	Good	Good	Good	Good	RI	Good	Good	Good
SSD	Good	Good	Good	Good	RI	Good	Good	Good
Strategic Change	Good	Good	Good	Good	Good	Good	RI	RI
Force	RI	RI	Good	RI	RI	RI	Good	Good

Please note that data for Cycle 3 are to September 2019.

### **FOCUS – Requires Improvement**

#### **KPIs**

- **Increase** in **Stop & Search** (driven by Op. Sceptre).
- **Increase** in the average number of **days taken to investigate Domestic Abuse (DA)**.
- **Rise** in the numbers of **DA investigations where victims do not support**.
- **Decrease** in **DA arrests**: 1,834 arrested July to September v. 1,971 July to September 2018; this is a 6.8% reduction. Also, a reduction in arrest rate: 22.9% July to September 2019 v. 30.1% July to September 2018.
- **Fewer High Harm Solved offences**. 309 fewer VWI offences solved (12m to Sept 19 v. 12m to Sept 18); 5 fewer Rapes and 15 fewer DA solved. Increase in Other Sexual Offences (+10), Burglary Dwelling (+60) solved.

#### **Redlines**

- **High Harm Offences per 1,000 – Not Met**. No overall change since last Force Performance Board (FPB) in October (data to June). However, Violence with Injury (VWI) is now above (worse than) the Most Similar Group (MSG) of forces average; only Other Sexual Offences are now below (better than) the MSG average.
- **High Harm Solved Rate – Not Met**. Below MSG average and slight deterioration since last FPB. Of note, VWI is now -3.3% points below the MSG average (was 1.9% points); VWI has a solved rate of 16.6% in September v. 18.0% in June.
- **Emergency Response Times – Not Met**. Remains below the 80% target (at 71.9%) and has been continually deteriorating since July 2018. 12-month average at 71.4% (compared to 72.4% in June).
- **High Harm Victim Contact Contract (VCC) Compliance – Met**. 99.8%.
- **Risk Register Scores Above 75 – Met**. No items.

- **HMICFRS Effectiveness Inspection Grading – Met** (Good).

### **SERVICE USER – Requires Improvement**

#### **KPIs**

- **Improvement** in **999, Force Control Room and Crime Bureau 101 Wait Times and Abandonment Rates** v. previous years.
- **Increase** in use of **Criminal Behaviour Orders (CBOs)** and **Community Protection Warnings (CPWs)**.

#### **Redlines**

- **Confidence in local policing: Crime Survey of England & Wales (CSEW) - Not Met.** Essex is eighth in its MSG and 9.9% below the MSG average (it was 10.2% below at the last FPB). Confidence is at 46.9% compared to 48.1% in last FPB.
- **ASB Perception (CSEW) - Met.** 3.3% v. MSG average of 6.0%.
- **Victim Contact Contract (VCC) Compliance - Met.** 95.1%.
- **High Harm Victim Contact Contract (VCOP) Compliance - Met.** 100%.
- **Risk Register Scores Above 75 – Met.** No items.

### **PROCESS – Requires Improvement**

#### **KPIs**

- **Consistent** numbers of **Quality of Investigation audits**.
- **Stable Crime Conversion rate** – between 66-69%.
- **Decreasing** length for the **average age of investigation before being quality assured**. This reached a peak in July at 4.67 days, before seeing reductions in August and September (to an average of 1.41 days). However, this is still above the quarter day average experienced from December 2018 to March 2019.

#### **Redlines**

- **Athena Compliance for Remand Files - Not Met.** 86.2% (below the 95% target, but slight improvement since Cycle 2 of the BSC).
- **Overtime spend within budget (officers) - forecast overspend** (£101K).
- **Overtime spend within budget (staff) - forecast overspend** (£209.6K).

### **INNOVATION – Good**

#### **KPIs**

- **Improving** **outstanding vetting levels** (continued decline in volumes).
- **Increasing** **proportion of female police officers** (33.3% in Sept 19) and **specials** (31.6%)

- **Increasing** proportion of **All Workforce** (3.5%) and **Police Officer BAME** (3.0%), and **stable** proportion of **BAME police staff** (3.5%).
- **Stable** trend for **accredited detectives** against required establishment since May 2019 (56.8% September 2019), but still below proportion in August-December 2018 (58-60%).
- **Decreasing** projected variance for **police officers**, but slight increasing variance projected for police staff.

## Redlines

- **Absenteeism of officers** v. MSG average – **Not Met**. Improvement compared to 12 months to March 2018 (5.1% in March 2018 to 4.4% in March 2019).
- **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).

## 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

### Introduction of new commands into the BSC process

In order to gain a more holistic view of the Force, more commands are being introduced to the BSC process. Contact Management (which includes the Force Control Room and the Crime Bureau) was introduced in Cycle 2. Strategic Change Directorate were introduced in Cycle 3. Discussions are now taking place to involve the Human Resources and Learning and Development directorate.

### Renaming the BSC areas

During Cycle 2, some commands stated they were unclear as to what some of the names for each of the Balanced Scorecard area related, particularly FOCUS and INNOVATION. These titles were either considered ambiguous or confusing (‘INNOVATION’ in the previous BSC process, for example, related to innovative solutions to problems rather than to people).

It was agreed at Chief Officer Group (COG) on 29 January 2020 that the BSC area names would be changed. The new titles are more intuitive, and will also be familiar to those who were involved with the former BSC process.

- FOCUS is now **'KEEPING PEOPLE SAFE'**
- SERVICE USER is now **'COMMUNITY FOCUS'**.
- PROCESS is now **'EFFICIENCY AND EFFECTIVENESS'**
- INNOVATION is now **'OUR PEOPLE'**

These names will be used in future cycles of the BSC.





**APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 16**

