

Performance and Resources Scrutiny Programme 2020

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

Title of Report:	Rebalanced Scorecard Gradings Cycle 5
Agenda Number:	5.0
Chief Officer	Dr. Victoria Harrington
Date Paper was Written	10 August 2020
Version Number	2.0
Report from:	Essex Police
Date of Meeting:	27 August 2020
Author on behalf of Chief Officer:	Matt Robbins, 42073495 Corporate Performance Analyst
Date of Approval:	15 August 2020

1.0 Purpose of Report

This paper provides an overview of the final grades for the Cycle 5 of the “Rebalanced Scorecard” (the 18th 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 8 July 2020.

Data are to the end of March 2020 (the majority of the review period was therefore not affected by the impact of the Government’s restrictions on movement and gathering in relation to Covid-19).

2.0 Recommendations

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

3.0 Executive Summary

Commands were not required to hold Balanced Scorecard meetings or submit a return for Cycle 5 (reporting period 1 January to the 31 March 2020) due to the potential spread of Covid-19, and its potential impact on policing. This was a decision taken in advance of anticipated high infection/absence rates and was intended to maximise the capacity of the Force during this period. Grades and rationales for this cycle were therefore agreed at Force-level only.

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 607 fewer VWI offences** for the 12 months to March 2020 compared to the same period in 2019. This also marks a **deterioration from the position at the last Force Performance Board (FPB)** when Essex Police had solved 475 fewer VWI offences for the 12 months to December 2019 compared to the 12 months to December 2018. This deterioration since the position in the last Force Performance Board has been experienced in all three LPAs.

Since the last FPB there has been an improvement in: High Harm Offences per 1,000 pop. (17.9 in December to 17.8 in March); the overall High Harm solved rate (8.4% in December to 8.8% in March); the Emergency Response Grade of Service (G.O.S.) (71.8% for the 12 months to December to 72.5% for the 12 months to March 2020). However, all remain below the Redline.

In the 12 months to March 2020, Essex Police arrested 252 fewer DA suspects for Violence with Injury (VWI) offences compared to the 12 months to March 2019: 2,183 v. 2,435. The arrest rate also fell during this same period, from 49.3% to 39.7%.

For Essex Police to grade themselves as 'Good' for Keeping People Safe, it had previously been agreed that the Force would need to see an increase in the VWI solved volumes. As this increase has not been experienced in the review period, **a grade of Requires Improvement was agreed.**

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). For the 12 months to December 2020, **confidence was at 46.6%**. Although this is an improvement from the 45.0% reported at the previous Force Performance Board (FPB), the change is within the confidence interval. Furthermore, Essex remains eighth in its MSG, and **8.7% points below the MSG average** (although this is an improvement in both Essex's distance from MSG average since the last FPB, when it was 10.7% points below the MSG average).

Confidence has also improved in the local SMSR survey. In the 12 months to March 2020, confidence was at 65.6%. This is an improvement from 64.7% for the 12

months to December 2019. However, it was noted that Essex Police are not closing the gap on BAME confidence.

Every other Redline Measure for Community Focus was met, and the trend for the KPIs relating to Contact Management have improved in the review period (although the figures for March will have been partly affected by the decreased demand caused by the Government's restrictions on movement and gathering in relation to Covid-19).

Due to the Primary Redline Measure not being met, and the fact that Essex Police are not closing the gap on BAME confidence, **a grade of Requires Improvement was agreed**. It is of note that an alternative benchmark for confidence is being scoped because the sample size from the CSEW survey is not representative at a sufficiently small scale to measure local level results.

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 Outturn. Although the **Financial Outturn for FY 2019/20 was an underspend (£897,000)**, **Athena Remand File Quality is not only below the 95% target but has continued to deteriorate to 60.5%** from 87.1% in the last FPB. Furthermore, despite the file quality work that is being conducted, the Force is still not seeing an increase in VWI solved volumes (see the KEEPING PEOPLE SAFE quadrant for further detail).

Whilst one of the Primary Redline Measures (Financial Overturn) was met, the other File Quality Primary Redline was not. **A grade of Requires Improvement was agreed**. It is of note that more file quality metrics will be explored in the next round of the BSC.

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 MSG officer and staff sickness position is unknown (national data are released annually, and the last update was to March 2019), **continued improvements have been seen in officer sickness** and in the majority of the KPIs in this area.

It was noted in the Force Performance Board (FPB) that although PDR completion rates are exceptional compared to other forces, the proportion of female officers

below where Essex Police aspires to be, and BAME staff/officer percentages do not reflect either both the resident or active working populations in Essex.

Until national officer and staff sickness data are released (and Essex Police can compare its performance to other forces, and consequently assess if a grade of 'Outstanding' is appropriate), **a grade of Good was agreed.**

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 March 2020.

5.1 – Keeping People Safe – Requires Improvement

KPIs

- **Increasing volumes of OCG disruptions** (20 more Jan-Mar 2020 compared to the same period in 2019: 37 v. 17)
- **Stable trend in Stop & Search** until March (when Covid-19 restrictions were introduced, and the numbers of searches dropped).
- **Stable trend for the average number of days taken to investigate Domestic Abuse and High Harm offences.**
- **Stable trend in the numbers of Domestic Abuse investigations where victims do not support.**
- **Increasing trend in Domestic Abuse arrests:** 1,948 arrested Jan-Mar 2020 v,1,953 arrested in the same period 2019. Although this is 5 fewer arrests year-on-year, it is 180 more than were arrested Oct-Dec 2019 (last FPB): 1,768. Arrest rate: 26.3% Jan-Mar 2020.

Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences - Not Met.** Deterioration since position in December 2019 (last FPB): 607 fewer solved for the 12 months to March 2020 compared to 475 fewer solved for the 12 months to December 2019
- **High Harm Offences per 1,000 – Not Met.** Improvement since position in December (last FPB data period) from 17.9 to 17.8 (due to falling levels of Robbery and Burglary Residential).
- **High Harm Solved Rate – Not Met.** Below MSG average but improvement from 8.4% in last FPB to 8.8%.
- **Emergency Response Times – Not Met.** Remains below the 80% target at 72.5%, but slight improvement from 12-month position in last FPB (71.8%).
- **High Harm Victim Care Contract (VCC) Compliance – Met.** 99.8% (no change).
- **Risk Register Scores Above 75 – Met.** No items (no change).

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

5.2 – Community Focus – Requires Improvement

KPIs

- **Improved confidence (local SMSR survey):** 65.6% for the 12 months to March 2020 v. 64.7% for the 12 months to December 2019 (last FPB)
- **Improved 999, Force Control Room (FCR) and Resolution Centre (RC) 101 Wait Times and Abandonment Rates** since December 2019, and comparable performance compared to Jan-Mar 2019.
- **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 MSG and 8.7% points below the MSG average (10.7% at last FPB). However, confidence increased to 46.6% from 45.0% in last FPB (+1.6% points).
- **ASB Perception (CSEW) - Met.** 3.1% v. MSG average of 4.9% (and improvement from 3.6% in last FPB).
- **Victim Care Contract (VCC) Compliance – Met (96.4%).**
- **High Harm Victim Contact Contract (VCOP) Compliance – Met. 100%.**
- **Risk Register Scores Above 75 – Met.** No items.

5.3 – Efficiency & Effectiveness – Requires Improvement

KPIs

- **Stable numbers of Quality of Investigation audits** until March when the volumes began to increase (this increase in March coincides with the point the Government restrictions on movement and gathering in relation to Covid-19 were introduced).
- **Stable Crime Conversion rate** in January and February (over 71%) but fell in March to 67% (this decrease in March coincides with the point the Government restrictions on movement and gathering were introduced).
- **Stable numbers of Domestic Violence Prevention Orders (DVPOs):** Jan x 18, Feb x 23, Mar x 30 (this increase in March coincides with the point the Government restrictions on movement and gathering were introduced).

Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met.** £897,000 underspend.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 60.5%. This is below the 95% target. There has also been a continued deterioration from 87.1% in the last FPB.

5.4 – Our People – Good

KPIs

- **Officer sickness - improving days lost per person** year-on-year: 0.60 2020/2021 v. 0.77 2019/2020 (-0.17)
- **Staff sickness - improving days lost per person** year-on-year: 0.62 2020/2021 v. 0.78 2019/2020 (-0.16)
- **PCSO sickness - improving days lost per person** year-on-year: 1.26 2020/2021 v. 1.35 2019/2020 (-0.09)
- **PDR completion rates - improving** (93.3% in March compared to 92.3% in December)
- **Outstanding vetting - improving** (continued decline in volumes).
- **Increasing proportion of female police officers** (34.0% in March 2020 compared to 33.7% in December)
- **Stable proportion of Black, Asian and Minority Ethnic (BAME) staff, specials and PCSOs, and slight increase in officers** (3.2% in March compared to 3.0% in December)

Redlines

- **PRIMARY REDLINE MEASURE 1: 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). 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 (BSC) process incorporates a review of the metrics that inform progress against the seven priorities within the PFCC’s Police and Crime Plan (and its extension). The additional metrics that now form part of the PFCC’s Police and Crime Plan Extension – such as Emergency Response Attendance and the number of Domestic Violence Protection Notices (DVPNs) and Protection Orders (DVPOs) issued – are also reviewed as part of the BSC 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. This is of particular focus within the Efficiency & Effectiveness quadrant of the BSC.

6.3 Risks/Mitigation

Risk is discussed as part of the Balanced Scorecard (BSC) process. Risks that are Likely or Almost Certain, and would result in 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

The Performance Analysis Unit (PAU) routinely work with commands to identify new and insightful evidence-based metrics for every area of the business, and for every area within the new "Rebalanced Scorecard". Examples of new metrics that will be used in the next round of the BSC, for example, include the volume (rather than rate) of Rape offences solved and the number of referrals to the National Referral Mechanism in relation to Modern Slavery/Human Trafficking to monitor how proactive the Force is at identifying this hidden harm.

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

It is recognised that there is often a considerable delay between the end of the Balanced Scorecard (BSC) reporting period and BSC meetings (especially the Force Performance Board). This has been exacerbated by the requirement that the BSC periods are aligned to financial quarters (in order that the data periods align with that cited in other reports), and that data are consistent for all commands. A paper is therefore due to be presented at Essex Police's Chief Officer Group (COG) in which the BSC meeting schedule will be addressed; this paper is likely to propose that all meetings are held within a shorter timeframe following the end of the BSC reporting period. Any such proposal would involve the reorganisation of meetings across many commands, however, so the feasibility of these recommendations is currently being scoped.

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

