

Performance and Resources Scrutiny Programme 2020

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

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1.0 Purpose of Report

The purpose of this paper is to provide an overview of the final grades for Cycle 6 of the “Rebalanced Scorecard” (the 19th 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 (FPB), which was held on Monday 5 October 2020.

The data review period for this cycle was April to June 2020 inclusive. The entirety of the BSC Cycle 6 review period was therefore affected by 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

There were **no changes in the final Force grades** in this cycle (6th) compared to the previous cycle (5th). Our People was graded as **Good**. The remaining three areas were graded at **Requires Improvement (RI)**.

There were **improvements in the Keeping People Safe and Community Focus quadrants**, although both remain at RI. However, there has been a **deterioration in the Efficiency and Effectiveness quadrant: Criminal Justice file quality and**

Crime Conversion Rates were noted as being of particular concern, especially given the overall reduction in crime and incident levels in the review period.

The PAU Analyst gave a recommended grade of Outstanding for Our People due to the reduction in sickness levels for Officers and Staff, the improvement in the PDR completion rate during the COVID-19 restriction period and the workforce's exceptional response to the pandemic. However, due to the lack of an objective survey to accurately gauge how staff actually feel *they are being treated by the organisation*, it was considered that this quadrant warranted a "Good Good" rather than a grade of Outstanding.

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 Keeping People Safe is the volume of Violence with Injury (VWI) solved offences**. Essex Police **solved 408 fewer VWI offences for the 12 months to June 2020** compared to the same period in 2019. However, while this Redline was not met, it marks **an improvement in the Force's position at the last Force Performance Board (FPB)** when Essex Police had solved 607 fewer offences (12 months to March 2020). Furthermore, **Essex Police solved more VWI offences in the review period** (April to June inclusive) **compared to the same period in 2019** (666 v. 589).

Since the last FPB there has been an **improvement in High Harm Offences per 1,000 pop.** (17.8 for the 12 months to March compared to 16.5 for the 12 months to June 2020), **as well as in the overall High Harm solved rate** (from 8.8% for the 12 months to March to 9.8% for the 12 months to June). There was also an **improvement in the Emergency Response Grade of Service (G.O.S.)** (from 72.5% for the 12 months to March to 75.6% in the 12 months to June).

There were **377 additional DA arrests** in this BSC cycle compared to the same period in 2019: 1,919 v. 1,542. The DA arrest rate was also 29.5%, an improvement from 26.3% for January to March 2020.

Despite these improvements, 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 has still not been experienced in the 12-month 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 Community Focus is Confidence in Local Policing** from the Crime Survey of England and Wales (CSEW). For the 12 months

to March 2020, **confidence was at 48.6%. This is an improvement of 2.0% points** from the 46.6% reported at the previous Force Performance Board (12 months to December). Essex remains eighth in its MSG, however, and **6.5% points below the MSG average**.

Confidence has also improved in the independent SMSR survey commissioned by Essex Police. In the 12 months to June 2020, confidence was at 69.8%. This is an improvement from the 65.6% reported at the last FPB (for the 12 months to March 2020).

Every other Redline was met, and the trend for the KPIs relating to Contact Management have either improved or have remained stable. However, due to the CSEW Confidence Primary Redline Measure not being met, a **grade of REQUIRES IMPROVEMENT was agreed**.

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 Efficiency & Effectiveness are File Quality and Forecast Outturn.** The **Financial Outturn for FY 2020/21 in June was an overspend** (£4,337,000). **Athena File Quality was also below the 95% target:** it was 78.3% in June 2020.

In relation to file quality, while the CPS rejection rate for Athena compliance is stable, there have been **deteriorations in the percentage of correct files submitted for Magistrates Guilty Anticipated Plea (GAP) and Not Guilty Anticipated Plea (NGAP) hearings** since the last FPB, as well as a **fall in the crime conversion rate**.

Due to this deteriorating picture, a **grade of REQUIRES IMPROVEMENT was agreed**.

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 Our People is Staff and Officer Sickness.** As of March 2020, the Force was meeting this measure for officer sickness, but was slightly below the MSG average for staff sickness (national data are released annually, and the last update was, at the time of writing, to March 2020). However, as of June 2020, **officer sickness (hours lost) was at the lowest it has been for at least five years, and staff sickness lower than it has been the previous two years.** Furthermore, **continued improvements have been experienced in PDR completion rates.**

It was noted that the command BSC returns submitted detailed a methodological and professional approach to policing during the COVID-19 restriction period, including

work that has been recognised at a national level – such as the Resource Epidemiological Impact Model (REIM).

In the Cycle 4 Force Performance Board (FPB) it was noted that if performance continued to improve in this quadrant, a grade of Outstanding could be considered. In this cycle, four commands graded themselves at Outstanding. However, due to the lack of an objective survey to accurately gauge how staff actually feel they are being treated by the organisation during the pandemic, **it was agreed that this quadrant warranted a “GOOD GOOD” rather than a grade of Outstanding.**

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 June 2020.

5.1 – Keeping People Safe – REQUIRES IMPROVEMENT

KPIs

- **Increasing trend in the number Organised Crime Group (OCG) disruptions conducted** (25 were conducted in both the period Apr-June 2020 and the same period in 2019)
- **Increasing trend** in number of **Stop & Searches conducted** April to June, as well as compared to previous years.
- **Stable trend** for the **average number of days taken to investigate DA offences** but decreasing (**improving**) trend for **High Harm offences** since April 2020.
- **Stable trend** in the **numbers of Domestic Abuse investigations where victims do not support**.
- **Increasing trend** in **DA arrests**: 1,919 arrested Apr-Jun 2020 v. 1,542 arrested in the same period 2019.
- **Stable trend** for those **Killed or Seriously Injured (KSI)** on Essex's roads, with a sharp decrease in April 2020 (due to COVID restrictions).

Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences - Not Met.** Improvement since position in March (last Force Performance Board): 408 fewer solved for the 12 months to June 2020 compared to 607 fewer solved for the 12 months to March 2020.
- **High Harm Offences per 1,000 – Met.** Improvement since position in March (last Force Performance Board data period) to 16.5 from 18.3 for the 12m to June; VWI, Other Sexual Offences and Residential Burglary are lower than the Most Similar Group of forces (MSG) average.
- **High Harm Solved Rate – Met.** Above MSG average of 9.0% and an improvement from 8.8% in last Force Performance Board to 9.8%.

- **Emergency Response Times – Not Met.** Remains below the 80% target at 75.6% for 12m to June, but an **improvement** from 12-month position in last Force Performance Board (72.5%).
- **High Harm Victim Care Contract (VCC) Compliance – Met:** 92.4%.
- **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 (independent SMSR survey commissioned by Essex Police):** 69.8% for 12m to June 2020, from 65.6% in the last FPB (12m to March 2020).
- **Stable 999 and FCR 101 Wait Times and Abandonment Rates.** Unprecedented **low wait times and abandonment rates** in Resolution Centre
- **Increasing use of Criminal Behaviour Orders (CBOs) and stable use of Community Protection Warnings (CPWs)**

Redlines

- **PRIMARY REDLINE: Confidence in local policing (CSEW) – Not Met** (48.6% for 12m to March 2020). Essex is eighth in its MSG and 6.5% lower than the MSG average; however, this is a 2.0% improvement from 46.6% at the last Force Performance Board (12m to December 2020).
- **ASB Perception (CSEW) - Met.** 4.3% v. MSG average of 4.8%.
- **Victim Care Contract (VCC) Compliance – Met**
- **High Harm Victim Contact Contract (VCOP) Compliance – Met.** 100%.
- **Risk Register Scores Above 75 – Met.** No items.

5.3 – Efficiency & Effectiveness – REQUIRES IMPROVEMENT

KPIs

- **Increased volumes of Quality of Investigation audits** from March (coinciding with the point the Government restrictions on movement and gathering were introduced).
- **File Quality**
 - **CPS Rejection Rate - Athena Compliance:** **stable** (between 30-34% between February and June inclusive)
 - **Magistrates' Guilty Anticipated Plea (GAP) Criminal Justice File Quality Check:** **deterioration** to 68.3% (it was 77.8% at the last FPB - March 2020)
 - **Magistrates' Not Guilty Anticipated Plea (NGAP) Criminal Justice File Quality Check:** **deterioration** to 44.6% (it was 56.9% at the last FPB - March 2020)

- **Fall** in crime **Conversion rate** from 67.4% in March to around 64-65% from April onwards (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)**.

Redlines

- **PRIMARY REDLINE 1: Financial Outturn** – as of the end of Q1, £4,337,000 forecast overspend.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 78.3% (June 2020). This is below the 95% target, and equal to the 78.3% reported in the last FPB. This measure is generally deteriorating over time: it was 79.8% in the last FPB and 86.2% in the preceding Board.

5.4 – Our People – **GOOD**

KPIs

- **Officer sickness - lowest numbers of hours lost per person in previous five years**
- **Staff sickness - lower numbers of hours lost per person compared to previous two years**
- **PCSO sickness - lower numbers of hours lost per person in April and June (slight increase in May)**
- **PDR completion rates - continued improvements (93.9% in June, compared to 93.3% in March and 92.3% in December)**
- **Outstanding vetting - improving (continued decline in volumes).**
- **Stable proportion of female police officers**
- **Stable proportion of Black, Asian and Minority Ethnic (BAME) officers, staff, specials and PCSOs**

Redlines

- **PRIMARY REDLINE MEASURE 1: Absenteeism of officers v. MSG average - Met.** Also, a slight **improvement** compared to 12 months to March 2019 (4.4% in March 2019 to 4.3% in March 2020).
- **PRIMARY REDLINE MEASURE 2: Absenteeism of staff v. MSG average - **Not Met**.** Also, a **deterioration** compared to 12 months to March 2019 (4.8% in March 2019 to 5.2% in March 2020).

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 (including the Police and Crime Plan Extension).

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".

In Cycle 6 of the BSC, it was recognised that the input of the Human Resources and Learning & Development (HR and L&D) Directorate would ensure the Force had a more rounded view of performance across the organisation. Rather than include an HR/L&D perspective in the SSD return (as had previously been suggested), HR and L&D graded its own performance and submitted a separate return. 11 commands are now involved in the BSC process.

In addition, the Strategic Change Directorate return is now informed by data and insight from Information Management. This captures elements pertinent to the Community Focus quadrant in particular; new KPIs reviewed now include, for example, Freedom of Information, Data Access and Record Deletion requests.

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 has been 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 being prepared in which it will be proposed that all BSC meetings (from those held by command teams to the Force Performance Board) are held within an eight-week timeframe following the end of the BSC reporting period.

APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 19

