

## Performance and Resources Scrutiny Programme 2020/2021

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

<b>Title of Report:</b>	<b>Plan on a Page and PFCC Priorities – Aspirational MSG Positions – October 2020 Data</b>
<b>Agenda Number:</b>	<b>6.0</b>
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<b>Report from:</b>	<b>Essex Police</b>
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### 1.0 Purpose of Report

To provide a quarterly update on Essex Police's Force Plan 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 areas:

- All crime – solved rate.
- Violence with Injury – offences.
- Percentage of sick – police officers.

Essex is not meeting its aspiration in seven areas:

- Public confidence.
- All Crime – offences.

- Violence with Injury – solved rate.
- Trafficking of drugs – offences.
- Trafficking of drugs – solved rate.
- Homicide – solved rate.
- Percentage sick – police staff.

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

- Homicide – solved rate
- Homicide – offences.
- Violence with Injury – solved rate.

Since the last quarterly update, Essex's MSG position has deteriorated in three areas.

- Killed or Seriously Injured
- Trafficking of Drugs – offences.
- Trafficking of Drugs – solved rate.

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

#### **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 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 as forces within an MSG are intended to be statistically similar, there is frequently no significant difference between the top and bottom ranked forces, therefore inferences should not be drawn from relative positions. It is also important to note that crime rates are affected by multiple variables; such as economic cycles, substance misuse rates, weather, societal attitudes and behaviours, legislation, global pandemics and so on; none of which are directly within the ability of the police to influence. Further complicating comparative data presently, until all forces are recording crime that is reported with the same rigour and level of accuracy, comparisons are unreliable. Essex was independently assessed by HMICFRS as 'outstanding' for crime data integrity.

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 rank in MSG	Aspiration	Rationale
		MSG Position	Unit of Measurement					
Priority 1 - More local, visible and accessible policing	Public Confidence (CSEW)	8 (last data to March 2020)	48.60%		6.5% points	12.6% points	MSG Average	The percentage of people who say the police are doing an excellent or good job in their local area.  Essex Police aim to achieve this through: <ul style="list-style-type: none"> <li>Ensuring the local level Engagement Plans 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.</li> <li>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.</li> <li>Using insight from public and victim feedback to increase satisfaction (which is a driver of public confidence).</li> </ul> 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	83.10 per 1,000 pop.		-19,334 offences	-27,448 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; these include 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								
Priority 1 - More local, visible and accessible policing	All Crime Solved Rate	2	15.80%		N/A - already better than average.	N/A - already within top quartile.	Upper Quartile Rank	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 is 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 developments such as the creation of a Youth Justice Board, where evidence shows early intervention is the right way to resolve a crime and in the interests of long term prevention.
Solve crime and bring offenders to justice								
Priority 4 - Reverse the trend in serious violence	Violence with Injury Offences	4	7.43 per 1,000 pop.		N/A - already better than average.	-628 offences	4th in MSG	The Force's aspiration is to be in the upper quartiles and achieve 4th in its MSG. Essex Police aims to achieve this through: <ul style="list-style-type: none"> <li>Preventative action through targeting Domestic Abuse (DA) perpetrators and victims (Op. SHIELD).</li> <li>Preventative action through targeting Urban Street Gang-related criminality (Op. RAPTOR)</li> <li>Continued Night Time Economy analysis to identify and target hotspots.</li> </ul> This will monitored by the Assistant Chief Constable for Local Policing and Crime and Public Protection.
Violence with Injury								
Priority 4 - Reverse the trend in serious violence	Violence with Injury Solved Rate	4	17.80%		0.87% points	1.86% points	Upper Quartile Rank	The Force's aspiration is to once again achieve an upper quartile ranking within its MSG through: <ul style="list-style-type: none"> <li>Implementation of the CARA model to provide greater focus on those offences that require fuller investigation.</li> <li>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.</li> </ul> This will monitored by the Assistant Chief Constable for Local Policing and Crime and Public Protection.  The Force is focusing on the quality of crime investigation supervision and ensuring that sergeants work towards appropriate outcomes in key areas, specifically Violence with Injury.
Violence with Injury								
Improve safety on Essex's roads	Killed or Seriously Injured (KSI) data	7 (last data to Dec 2019)	1.276 Casualties per 100M veh kms		N/A	N/A	(Not just police dependent)	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 alongside road traffic collisions involving cars being driven by young people (aged 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.
Priority 7 - Improve safety on our roads								
Priority 5- Tackle gangs and organised crime	Trafficking of Drugs - Offences	4	0.63 per 1,000 pop.		-183 offences	-417 offences	2nd in MSG.	We are continuing to develop our approach to drugs and its links with Gangs.  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 and vulnerability issues – ensuring an effective prevention and diversionary process is in place. This links in with the multi-disciplinary Violence and Vulnerability Unit.
	Trafficking of Drugs - Solved Rate	4	79.70%		N/A - already better than average.	4.4% points	3rd in MSG.	
Priority 4 - Reverse the trend in serious violence	Homicide Offences	4	0.009 per 1,000 pop.		0	-5	(Small numbers)	Offences from the previous 12 months includes the tragic incident where 39 Vietnamese nationals were discovered in a lorry trailer in Grays. Other recent offences have also shown an increase in the number of crimes linked to drug supply lines and associated violence.  Homicide suppression is challenging so focus is placed on motivation factors (alcohol misuse, domestic abuse, illicit drugs markets), 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	2	111.80%		N/A - already better than average.	20.4% 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 - the offender is named or captured through early "Golden Hour" activity and 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, which requires more resourcing and complex investigation. The latter 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)	6 (last data to March 2020)	4.3% of contracted hours lost		N/A - already better than average.	0.01%	7th in MSG.	It remains the aspiration of the Force to ensure an effective, healthy and supported workforce.  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 aims to promote personal resilience continues, introducing a programme specifically designed for supervisors and managers. This commenced 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.
	Percentage Sick (All Police Staff)	2 (last data to March 2020)	5.2% of contracted hours lost		-0.6%	-1.0%	5th in MSG.	

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	July 2020 MSG Position	October 2020 MSG Position	Update July 2020 data
Priority 1 - More local, visible and accessible policing	Public Confidence (CSEW)	MSG Average	8	8	Essex remains eighth in its MSG. There has been no significant change in confidence as measured by the CSEW for Essex in the last three years (since Sep-17, most historic data available).  In order to reach the MSG average on the most recent data, confidence would need to improve by 6.5% points. To reach the top quartile rank, confidence would need to improve by 12.6% points .
Deliver the best possible service that promotes satisfaction and confidence			(Last data to March 2020)	(Last data to March 2020)	
Priority 1 - More local, visible and accessible policing	All Crime Offences	4th in MSG	8	8	Essex remains 8th in its MSG. Until all MSGs have comparable CDA rates to Essex it is almost certain that this position will not change.  In order to reach the MSG average, crime would need to reduce by 19,344 offences. To reach the top quartile rank, crime would need to reduce by 27,448 offences for the year.
Prevent crime and protect people from harm					
Solve crime and bring offenders to justice	All Crime Solved Rate	Upper Quartile Rank	2	2	Essex has remained 2nd in its MSG.  Possession of drugs offences have contributed to increasing the overall Solved Rate for the force. Drug offences involving possession of cannabis have increased significantly during the most recent data points. This is police generated demand solved resulting for stop and search.
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 628 offences for the year.
Violence with Injury					
Priority 4 - Reverse the trend in serious violence	Violence with Injury Solved Rate	Upper Quartile Rank	6	4	Excluding Avon & Somerset, all Forces have a long-term deteriorating solved rate for VWI. Essex currently ranks 4th.  In order to reach the MSG average, the solved rate would need to increase by 0.87% points. To reach the top quartile rank the solved rate would need to be 1.86% points better.
Violence with Injury					
Improve safety on Essex's roads	Killed or Seriously Injured (KSI) data	(Not just police dependent)	5	7	Essex has declined in rank to 7th in its MSG in Dec 2019.
Priority 7 - Improve safety on our roads			(last data to Jun 2019)	(last data to Dec 2019)	
Priority 5- Tackle gangs and organised crime	Trafficking of Drugs - Offences	2nd in MSG.	3	4	Essex is currently fourth in rank. Rankings are volatile to extreme variability which are caused by the combination of low volumes and intermittent targeted efforts involving multiple offenders.  To reach the top quartile rank, we would need to identify 417 fewer offences of trafficking for the year.
	Trafficking of Drugs - Solved Rate	3rd in MSG.	3	4	Essex remains is now 4th in the MSG but above the MSG.  To reach the top quartile rank the solved rate would need to be 4.4% points better.
Priority 4 - Reverse the trend in serious violence	Homicide Offences	(Small numbers)	8	4	Essex is now 8th in its MSG. This change in rank has occurred as a result of more than 12-months elapsing since the tragic incident where 39 Vietnamese nationals were discovered in a lorry trailer in Grays.
	Homicide Solved Rate	Best in MSG	5	2	Essex is currently ranked 2nd.  The solved rate is currently above the MSG average. To reach the top quartile rank the solved rate would need to exceed 130% due to historic cases solved counted within the current reporting period.
Reduce Absence	Percentage Sick (Police Officers)	7th in MSG.	6	6	Essex is ranked 6th in MSG, where 8th is best. There is no significant statistical difference in officer sickness rates across each MSG force.  To reach the top quartile rank, sickness would need to fall by a further 0.01% points.
	Percentage Sick (All Police Staff)	5th in MSG.	2	2	Essex remain second in its MSG, where 8th is best.  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 1.0% 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 October 2020, with the exception of:
o Public confidence: quarterly (last data to March 2020).
o KSI: monthly (last data to December 2019).
o Sickness: yearly (last data to March 2020).

## **6.0 Implications (Issues)**

The ranking of Most Similar Groups disregards the fact that there is no significant statistical difference between one force and the next (i.e. the difference between being ranked 1<sup>st</sup> and 8<sup>th</sup> can be of no meaningful significance); that improvements in the ranking position can be achieved by deteriorations in others performance; and that when performance deteriorates in real terms relative rank positions can still improve.

HMIC guidance (2015) stated that inferences should not be drawn from relative positions for Most Similar Groups where all forces perform within the expected range.

### **6.1 Links to Police and Crime Plan Priorities**

The report details Essex Police's rank among similar forces for areas identified as 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.

### **6.3 Risks/Mitigation**

Setting targets in policing can negatively skew officer behaviour.

Aspirational targets may cause dysfunctional behaviour when changes in rank are misinterpreted as declines in performance and result in unnecessary changes of focus and allocation of resources.

### **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 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 where Essex ranks in comparison to its MSG.

The methods used in this report are not designed to identify areas requiring action for improvement.

**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 for the information of the Police, Fire and Crime Commissioner.