

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 7
Agenda Number:	5.0
Chief Officer	Dr. Victoria Harrington
Date Paper was Written	8 February 2021
Version Number	1.3
Report from:	Essex Police
Date of Meeting:	25 February 2021
Author on behalf of Chief Officer:	Matt Robbins, 42073495 Strategic Analysis and Insight Manager
Date of Approval:	9 February 2021

1.0 Purpose of Report

The purpose of this paper is to provide an overview of the final grades for Cycle 7 of the “Rebalanced Scorecard” (the 20th 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 11 January 2021.

The data review period for this cycle was July to September 2020 inclusive. The entirety of the BSC Cycle 7 review period was therefore affected by COVID restrictions.

2.0 Recommendations

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

3.0 Executive Summary

The final grades for Cycle 7 of the Balanced Scorecard were:

- **Keeping People Safe: Requires Improvement**
- **Community Focus: Good (upgrade from RI)**
- **Efficiency & Effectiveness: Requires Improvement**
- **Our People: Good**

The only change in grade since Cycle 6 was for Community Focus, which has been upgraded from RI to Good. This is because the Crime Survey of England and Wales (CSEW) data (which are to March 2020 and were formerly used as the Primary Redline for this quadrant) are no longer to be produced at force-level. The decision was made in the Force Performance Board that the SMSR independent confidence survey commissioned by Essex Police (which was formerly used alongside the CSEW data and is a more reliable indicator of public perception), should become the Primary Redline for this quadrant. The latest figures from this survey show that public confidence in the Force is continuing to improve.

In the Force Performance Board, Athena Compliance for Remand Files and investigative standards were discussed as continuing to be of most concern. **Athena Remand File Compliance was the only Primary Redline to have deteriorated since the last Force Performance Board.** In the BSC returns from commands, the high number of acting/temporary sergeants was cited as a compounding issue that relate to this quadrant. This subject consequently formed the topic of discussion at the Essex Police Synergy and Performance meeting (“Synergy”) on 5 February 2020.

In Synergy, seven breakout sessions, each of which were facilitated by a chief officer, were tasked to answer the following question: *What can we do to support recently promoted sergeants, and those performing acting or temporary sergeant roles across the Force?* The ideas generated from these sessions have now been collated and will be reviewed by the T/ACC for Crime and Public Protection.

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 70 fewer VWI offences for the 12 months to September 2020 compared to the same period in 2019. However, while this Redline is not met, it marks a **further improvement in the Force’s position at the last Force Performance Board (FPB)** when Essex Police had solved 408 fewer offences (12 months to June 2020). Furthermore, **Essex Police solved 168 more offences in the review period** (July to September inclusive) **compared to the same period in 2019** (679 v. 511).

Since the last FPB there has been a **further improvement in High Harm Offences per 1,000 pop.** (16.5 for the 12 months to June compared to 16.3 for the 12 months to September 2020), **as well as in the overall High Harm solved rate** (from 9.8% for the 12 months to June to 10.1% for the 12 months to September). There was also a **further improvement in the Emergency Response Grade of Service (G.O.S.)** (from 75.6% for the 12 months to June to 77.8% in the 12 months to September); the Force is now only 2.2% points from meeting its G.O.S. target of 80%. However, whilst the Harm solved rate is equal to the MSG average, the **High Harm offences per 1,000 pop. and Emergency Response G.O.S Redlines are below target.**

For Essex Police to grade themselves as 'Good' for Keeping People Safe, it was previously agreed that the Force would need to see an increase in the VWI solved volumes. As this has not been seen in the 12-month period, **a grade of REQUIRES IMPROVEMENT was agreed**. However, on its current trajectory, Essex Police will meet its Primary Redline Measure for the Keeping People Safe quadrant in Cycle 8. Indeed, *as of the December 2020, Essex Police had solved more VWI offences in the 12-month period than it had the same period the previous year, indicating the recommended grade for this quadrant will be GOOD in Cycle 8.*

Community Focus – GOOD

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 March 2020, confidence was at 48.6%. **However, CSEW data are no longer available at Force level; Essex Police will therefore not use this measure as a Redline in future Balanced Scorecard cycles.**

Confidence (from the independent SMSR survey commissioned by Essex Police) is at 72.4% (results to the 12 months to September 2020). Compared to year ending September 2019, confidence in the local police has significantly increased (an improvement of 7.1% points). **Confidence has also improved since the last FPB**, when it was 69.8.

As every Redline was met, and there was an improvement in the SMSR confidence figures, **a grade of GOOD 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 this area are File Quality and Forecast Outturn. While the **Financial Outturn for FY 2020/21 in September was an underspend** (£1,582,000), the **Athena File Quality is not only below the 95% target at 64.4% but has fallen further since the last FPB**, when it was 71.5%; this is the fifth consecutive cycle in which there has been a deterioration in this measure. In the BSC returns from commands, the high number of acting/temporary sergeants was cited as a compounding issue that relate to this quadrant. This subject consequently formed the topic of discussion at the Essex Police Synergy and Performance meeting ("Synergy") on 5 February 2020.

However, despite the deteriorating Athena Remand File Compliance rate, there has been improvement in the percentage of correct Magistrates' Court guilty anticipated

please files submitted since the last FPB, and an increase in the crime conversion rate.

A grade of REQUIRES IMPROVEMENT was agreed due to the Athena Remand File Compliance Primary Redline not being met.

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. The current MSG position for officer and staff sickness position remains unknown (national data are released annually, and the last update was to March 2020). However, **both officer and staff sickness (hours lost) is at the lowest it has been for six years.** PDR completion rates also remain stable.

In the last Force Performance Board, a grade of Outstanding was recommended for this quadrant due to the low sickness levels and continuing improvement in PDR completion rates. However, without an objective measure by which staff satisfaction could be objectively measured, it was agreed in the Board that the Force would remain at Good. Therefore, **a grade of GOOD was agreed** in this cycle also.

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 September 2020.

5.1 – Keeping People Safe – REQUIRES IMPROVEMENT

KPIs

- **Increasing volumes of OCG disruptions:** 98 from January to July 2020 inclusive compared with 47 in the same months in 2019 (51 more).
- **Increase in in Stop & Search:** 1,088 more searches in period July to September 2020 v. same period in 2019 (6,022 in 2020 v. 4,934 in 2019).
- **Stable trend in DA arrests** (both rate and volume): 36 fewer arrests Jul-Sept 2020 v. same period in 2019 (1,882 v. 1,918). 21% arrest rate 12 months to September (no change v. 12 months to September 2020).
- **Stable trend in remaining days taken to investigate DA** (23 days) and **High Harm offences** (38 days)
- **Stable trend for KSIs**, with a sharp increase in July 2020, likely due to relaxation in COVID restrictions.

Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences - Not Met.** 70 fewer VWI offences for the 12 months to September 2020 compared to the same period in 2019. However, further improvement in the Force's position since the last Force Performance Board (FPB); Essex Police solved 168 more offences in the 12 months to September v. 12 months to June (2,460 v. 2,292). Also, an improvement in VWI solved offences in the review period; Essex Police solved 168 more offences July to September inclusive compared to the same period in 2019 (679 v. 511).
- **High Harm Offences per 1,000 – Not Met.** Improvement since position in June (last FPB data period) from 16.5 to 16.3 for the 12m to September, but 0.5 offences above MSG ave. of 15.8.
- **High Harm Solved Rate – Met.** Equal to MSG average of 10.1% and improvement from 9.8% in last FPB
- **Emergency Response Times – Not Met.** Remains below the 80% target at 77.8% for 12m to September but a further **improvement** from 12-month position in last Force Performance Board (75.6%).
- **High Harm Victim Care Contract (VCC) Compliance – Met:** 99.9%.
- **Risk Register Scores Above 75 – Met.** No items (no change).
- **HMICFRS Effectiveness Inspection Grading – Met** (Good).

5.2 – Community Focus – GOOD

KPIs

- **Improved confidence** (independent SMSR survey commissioned by Essex Police): 72.4% for 12m to September 2020, an improvement from 69.8% in the last FPB (12m to June 2020).
- **Stable 999 wait times** (8 seconds), **FCR 101 wait times** (around 3-4 minutes), **999 abandonment rates** (<2%) and **FCR 101 abandonment rates** (20-24%).
- **Unprecedented low Resolution Centre wait times** (around 4 minutes) and **abandonment rates** (7%).
- **Increasing use of Criminal Behaviour Orders (CBOs)** since June 2020. 608-631 issued per month, with September at highest ever levels (631).

- **Stable** use of Community Protection Warnings (CPWs) – between 74-78 per month)

Redlines

- **Victim Care Contract (VCC) Compliance – Met.** From the SMSR independent survey: increase in victim satisfaction for the most recent experience from 33% for the 12m to September 2019 to 52% for the 12m to September.
- **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 numbers** of **Quality of Investigation audits** from March (coinciding with the point the Government restrictions on movement and gathering were introduced).
- **File Quality**
 - **Magistrates' Guilty Anticipated Plea (GAP) Criminal Justice File Quality Check: improvement** to 76.0% (it was 68.3% at the last FPB – June 2020)
 - **Magistrates' Not Guilty Anticipated Plea (NGAP) Criminal Justice File Quality Check: stable** performance at 45.0% (it was 44.6% at the last FPB - June 2020)
- **Increase** in **crime Conversion rate** from 65.6% in June to 68.2% in September.
- **Stable** numbers of **Domestic Violence Prevention Orders (DVPOs)**.

Redlines

- **PRIMARY REDLINE 1: Financial Outturn – Met.** As of the end of Q1, £1,582,000 forecast overspend.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 64.4% (September 2020). This is below the 95% target, and below the 71.5% in the last FPB.

5.4 – Our People – **GOOD**

KPIs

- **Officer sickness - lowest numbers** of hours lost per person in previous six years
- **Staff sickness - lowest numbers** of hours lost per person compared to previous six years
- **PCSO sickness** - lower numbers of hours lost per person in July. In August and September, however, hours lost per person due to sickness was the **highest levels seen in the last 3 years.**

- **PDR completion rates** – **stable** performance (92.3% in September, compared to 93.9% in June and 93.3% in March)
- **Stable trend in proportion of female police officers** (around 31-32%, although there are 76 more female officers in September 2020 compared to the position in November 2019)
- **Increasing trend in numbers and % of Black, Asian and Minority Ethnic (BAME) officers** since November 2019. There were 96 BAME officers in November 2019 compared to 116 in Sept 2020; this equates a rise from 3.0% of all officers in November 2019 to 3.4% in Sept 2020.

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 “Rebalanced Scorecard”. The PAU are currently in discussions with HR with regards gauging both staff satisfaction and understanding how many staff are self-isolating due to COVID (when discussing sickness levels) in order to better evaluate how well the Force is supporting its employees during the pandemic. Furthermore, the PAU are also considering whether there are more appropriate additional metrics for file quality and finance (both for the Efficiency & Effectiveness quadrant).

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). A paper is therefore going to be submitted to the Chief Officer Group (COG) meeting in February to recommend 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. Within the paper are also several other recommendations to clarify the role of the Balanced Scorecard in relation to the Force Plan, and of the Balanced Scorecard process (including the Force Performance Board) in relation to the Essex Synergy and Performance meeting (“Synergy”).

APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 20

