

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 8 of the “Rebalanced Scorecard” (the 21st 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) held on Thursday 8 April 2021.

The data review period for this cycle was October to December 2020 inclusive. The entirety of the BSC Cycle 8 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 8 of the Balanced Scorecard were:

- **Keeping People Safe: GOOD (upgrade from RI)**
- **Community Focus: GOOD**
- **Efficiency & Effectiveness: REQUIRES IMPROVEMENT**
- **Our People: GOOD**

The only change since the last cycle was for **Keeping People Safe**, the grade for which was **upgraded from RI to Good**. This is because the Primary Redline Measure for this quadrant – the volume of Violence with Injury (VWI) solved offences – was higher for the 12 months to December 2020 than the same period the previous year. This is the first time the Keeping People Safe quadrant has been graded Good since October 2018.

Performance in all quadrants – both Redline Measures and KPIs – were showing either as meeting minimum standards (Redline Measures) or improving/stable. The only exceptions to this were:

1. **Increasing length in completing High Harm and DA investigations** (Keeping People Safe)
2. **Athena Remand File Compliance** Primary Redline measure not met (Efficiency & Effectiveness). Although improvements were seen in this metric since the last Force Performance Board (data to September), as of December 2020, compliance was at 78.0% and 17% below the 95% target.

It was agreed at the Board that the focus for the next quarter (January to March 2021 inclusive) would remain on the above, as well as the easing of COVID restrictions, specifically regarding:

1. The number of **Unlicensed Music Events (UMEs), protests** and **Modern Slavery and Human Trafficking (MSHT) referrals** (when shops and businesses reopen).
2. The **likely increase in violent crime** (as was experienced after restrictions were lifted in 2020) and reports of **historic sexual abuse**.
3. An **increased demand for mental health services, especially amongst the young**; it is believed that COVID restrictions may have precipitated a mental health crisis.

Keeping People Safe – GOOD

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 17 more VWI offences for the 12 months to December 2020 compared to the same period in 2019 (2,404 v. 2,387). This 12-month performance marks **a further improvement in the Force's position compared to that reported at the last Force Performance Board (FPB)**.

Since the last FPB there was been a further **improvement in High Harm Offences per 1,000 population** (from 16.5 for the 12 months to September compared to 14.2 for the 12 months to December 2020), as well as in the **overall High Harm solved rate** (from 10.1% for the 12 months to September to 10.2% for the 12 months to December). There was also a further improvement in the **Emergency Response**

Grade of Service (G.O.S.) (from 77.8% for the 12 months to September to 80.1% in the 12 months to December), which is now above the 80% target.

For the first time since the Balanced Scorecard was introduced, Essex Police is meeting all its Redline Measures. Furthermore, the Force is also seeing either improvements or stable performance in all its Key Performance Indicators (KPIs), except for the average number of days taken to investigate High Harm offences and Domestic Abuse offences.

A grade of **GOOD** was therefore agreed.

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 from the SMSR independent survey.** Confidence was at 76.3% for the 12 months to December 2020, a further improvement since the position at the last Force Performance Board when it was at 72.4% (results to the 12 months to September 2020). As every Redline was met, and every Key Performance Indicator (KPI) was either stable or had improved, 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 as of December 2020 was a forecast underspend** (£1,389,000), **Athena Remand File Compliance remains below the 95% target at 78.0%** (although this marks an improvement from the 64.4% at the last Force Performance Board).

There has been a significant **improvement in the percentage of correct files submitted for Magistrates Not Guilty Anticipated Plea (NGAP)** hearings since the last FPB (from 45.0% at the last Board to 59.1% as of December), although there was a **slight deterioration in the percentage of correct files submitted for Magistrates' Guilty Anticipated Plea (GAP):** from 76.0% at the last Board to 74.3% as of December.

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 Most Similar Group (MSG) position for officer and staff sickness remains unknown (national data are released annually, and the last update was to March 2020). PDR completion rates also remain stable.

Both **officer and staff sickness (hours lost) is at the lowest it has been for six years**. Other than at Stansted, **sickness levels have not been significantly affected by COVID**. 7.3% of all police officer absence, for example, was due to COVID (or suspected COVID); this equates to 0.45 average days lost per person, compared to 5.63 days for all other absence reasons.

In Cycle 6 of the Balanced Scorecard, it was agreed that a grade of Outstanding could not be considered until there was an indicator to objectively measure staff satisfaction. In the most recent Board, it was agreed that the following metrics would consequently be built to better inform this quadrant¹:

1. **Employee Net Promoter Score (eNPS)**: anonymous survey that will be conducted each quarter at Force and command-level for all officers and staff. This eNPS will ask: *“Thinking of Essex Police as a whole, how likely are you to recommend the Force as a place to work to your family and friends?”* To work out the eNPS, the percentage of “Detractors” is subtracted from the percentage of “Promoters”; any score between 0-30 is a positive indicator of staff satisfaction. The results will complement those from the staff survey, which is undertaken less frequently.
2. **Average number of instances of sickness per person** (calculated by dividing the number of instances by the headcount for each period). This will indicate whether staff are reporting sick more (or less) often.
3. **Average number of payroll hours taken per instance of sickness** (calculated by dividing the number of hours taken by the headcount for each period). This will indicate whether staff are reporting sick for longer or shorter periods.
4. **Main absence types by number of absences and proportion** (calculated by dividing the number of absences for each type by the total hours lost per period). This will indicate whether specific absence types (such as musculoskeletal or psychological) are increasing or decreasing.
5. **Outstanding staff absence contact** (recognising that there will be isolated instances when contact is not possible due to the availability of the manager).

Until the results of these can be assessed, **a grade of GOOD was agreed** for this quadrant.

4.0 **Introduction/Background**

¹ Due to changes in the performance meeting schedules at both command and Force-level (in order to reduce the delay between the end of the data period and the Force Performance Board), the subsequent Board is due to be held only six weeks after the last Board. These additional metrics will not be available for the next cycle (9), but the subsequent Force Performance Board in August (Cycle 10).

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 December 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). There is currently a backlog in the recording of disruptions onto police systems; data for August to February are not yet available.
- **Increase in in Stop & Search:** 368 more searches in the period October to December 2020 v. same period in 2019 (5,318 v. 4,950). There was also an increase in public confidence that the Force use their Stop & Search powers fairly and respectfully (82.0% in Q3 v. 74.4% in Q2).
- **Stable trend in DA arrests** (both rate and volume): 137 fewer arrests October to December 2020 v. same period in 2019 (1,718 v. 1,918), but an increase in the arrest rate: 26.5% v. 24.8%.
- **Slightly increasing trend in remaining days taken to investigate both DA** (30.5 day average for Oct to Dec 2020 v. 26.9 day average for same period in 2019) **and High Harm offences** (45.3 day average for Oct to Dec 2020 v. 40.0 day average for same period in 2019).
- **Declining trend in the volume of outcomes 14 and 16** (victims do not support) for both DA (1,437 offences per month average for Oct to Dec 2020 v. 1,827 for same period in 2019) and High Harm offences (792 offences per month average for Oct to Dec 2020 v. 997 for same period in 2019).
- **Stable trend for KSIs:** average of 56 each month for Oct, Nov and Dec 2020.

Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences - Met.** 17 more VVI offences solved for the 12 months to December 2020 compared to the same period in 2019 (2,404 v. 2,387). However, 70 fewer offences solved Oct to Dec 2020 v. the same period the previous year (495 v. 565).
- **High Harm Offences per 1,000 population – Met.** Improvement since position in September (last FPB data period) from 16.3 to 14.2 for the 12m to December. MSG average is 15.6.
- **High Harm Solved Rate – Met.** At 10.2% above MSG average of 10.1%.
- **Emergency Response Times – Met.** Now above the 80% target at 80.1% for 12m to December, an Improvement from the 12-month position in last FPB (77.8%).
- **High Harm Victim Care Contract (VCC) Compliance – Met.** 99.8%.
- **Risk Register Scores Above 75 – Met.** No items (no change).

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

5.2 – Community Focus – GOOD

KPIs

- **PRIMARY REDLINE: local SMSR Survey. Improved confidence:** 76.3% for 12m to December 2020, an improvement from 72.4% in the last FPB (12m to September 2020).
- **Improving 999 wait times (average 6 seconds), FCR 101 wait times (2.5 minutes), 999 abandonment rates (1.2%) and FCR 101 abandonment rates (17.7%).**
- **Unprecedented low Resolution Centre wait times (under 3 minutes) and abandonment rates (6.1%) continue to improve.**
- **Stable use of Criminal Behaviour Orders (CBOs)** since January 2020 (around 73 per month).
- **Stable use of Community Protection Warnings (CPWs)** since January 2020 (between 562 per month)

Redlines

- **Victim Care Contract (VCC) Compliance - Met.** Also, an increase in victim satisfaction (for their most recent experience): 53% for Q4 of 2020/21 v. from 46% for Q4 2019/20. (Q.40 SMSR)
- **VCOP Compliance - Met. 100%** (no change).
- **Risk Register Scores Above 75 – Met.** No items.
- **Previous PRIMARY Redline: Confidence in local policing (CSEW).** As of March 2020, Essex was eighth in its MSG and 6.5% lower than the MSG average at 48.6%
- **ASB Perception (CSEW):** 4.3% v. MSG average of 4.8%.

5.3 – Efficiency & Effectiveness – REQUIRES IMPROVEMENT

KPIs

- **Increased volumes of Quality of Investigation audits** from September 2020, and an increase in the average number audits per month Oct-Dec 2020 (649 per month); this was higher than the average for the 12 months to December 2020 (612 per month).
- **File Quality** (as of December 2020)
 - **Magistrates' Guilty Anticipated Plea (GAP) Criminal Justice File Quality Check:** slight **deterioration** to 74.3% improvement (it was 76.0% at the last FPB - September 2020).
 - **Magistrates' Not Guilty Anticipated Plea (NGAP) Criminal Justice File Quality Check:** **improvement** to 59.1% (it was 45.0% at the last FPB - September 2020).
- **Stable Crime Conversion rate:** 67.3% October to December 2020 (the average for the 12 months to December 2020 was 66.6%).
- **Stable numbers of Domestic Violence Prevention Orders (DVPOs).**

Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met.** As of the end of Q3, £1,389,000 underspend.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 78.0% (December 2020). This is below the 95% target, but an improvement since the 64.4% in the last FPB (September 2020)

5.4 – Our People – GOOD

KPIs

- **Lowest level of Officer sickness** (days lost per person) in previous six years. As of Feb 2020, the average days lost per person due to COVID (or suspected) was 0.45 (compared to 5.63 days for all other reasons)
- **Lowest level of Staff sickness** (days lost per person) in previous six years. As of Feb 2020, the average days lost per person due to COVID (or suspected) was 0.54 (compared to 5.95 days for all other reasons)
- **PCSO sickness - fourth highest number of days lost per person** in previous six years. As of Feb 2020, the average number of days lost per person due to COVID (or suspected) was 10.87 (compared to 5.95 days for all other reasons)
- **Slight increase in PDR completion rates** - 92.9% in December, compared to 92.3% in September
- **Stable trend in the proportion of female police officers** (around 31-32%)
- **Increasing trend in numbers and % of ethnic minority officers.** There were 120 officers from ethnic minority backgrounds in December 2020 compared to 116 in Sept 2020; this equates a rise from 3.4% of all officers in September 2020 to 3.5% in December 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 identified at the Force Performance Board form the basis of discussions at the subsequent Force Performance and Leadership Forum (formerly 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) continually 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 Finance to determine if there are more appropriate additional financial metrics for the Efficiency & Effectiveness quadrant. The PAU are further working with the Professional Standards Department (PSD) in order to introduce them to the Balanced Scorecard (BSC) process and increase the total number of commands involved to 14.

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 was formerly a considerable delay between the end of the Balanced Scorecard (BSC) reporting period and BSC meetings (especially the Force Performance Board). It has since been agreed at Chief Officer Group (COG) that all BSC meetings (from those held by command teams to the Force

Performance Board) will be held within an eight-week timeframe following the end of the BSC reporting period.

It was further agreed at COG that the Essex Synergy and Performance meeting (“Synergy”) would become the “Force Performance and Leadership Forum”. The purpose of this meeting will be to set the focus for the subsequent quarter and to marshal the leaders into making progress against the main effort of the Force Plan (4Vs) via the Balanced Scorecard (BSC) process. It will be in these meetings that experts and practitioners will discuss ideas and future plans. The content will be fed by the key performance issues and learnings from:

- The Balanced Scorecard and Force Performance Board processes
- The Chief Constable and chief officer team

The first Force Performance and Leadership Forum will be on 22 June 2021. It is also of note that no Synergy/Force Performance and Leadership Forum will be held to discuss Cycle 8 of the BSC due to the recent introduction of the new streamlined performance meeting schedule.

APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 21

