

Performance and Resources Scrutiny Programme 2020

Report to: 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 9 of the “Rebalanced Scorecard” (the 22nd 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 Tuesday 25 May 2021.

The data review period for this cycle was January to March 2021 inclusive. The entirety of the BSC Cycle 9 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 9 of the Balanced Scorecard were:

- **Keeping People Safe: GOOD**
- **Community Focus: GOOD**
- **Efficiency & Effectiveness: REQUIRES IMPROVEMENT**
- **Our People: GOOD**

There were no changes in grading in any of the quadrants. Keeping People Safe quadrant remained at Good after being upgraded in the last cycle (Cycle 8).

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. **Deteriorating FCR 101 abandonment rates:** (Community Focus).
3. **Athena Remand File Compliance** (Efficiency & Effectiveness).
4. **PCSO sickness** (Our People)

In addition, commands raised the following as being of potential concern for the next quarter:

1. The number of **Unlicensed Music Events (UMEs), Public Safety incidents** and **Welfare Incidents** are likely to increase, as are the number of Night-Time Economy-related **Violent Crime and Sexual Offences**; these will include offences committed against women and girls. The **European Football Championships** were also identified as a potential focus in the coming months with regards capacity.
2. Work with the Essex Centre for Data Analytics (ecda) indicates there could also be an increase in **Mental Health crises** and reports of **non-recent Sexual Offences**, especially **amongst the young**.
3. Possible **dip in Case Action Plan (CAP) file quality audits** over the summer as demand increases.
4. The increased **summer demand** period, during which staff may wish to take annual leave (thereby putting pressure on fewer staff members), may lead to instances of **staff welfare concerns**.

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 157 more VWI offences for the 12 months to March 2021 compared to the same period in 2020 (2,380 v. 2,223). **This 12-month performance marks a further improvement in the Force's position compared to the last Force Performance Board (FPB).**

Since the last FPB there has been a further improvement in High Harm Offences per 1,000 pop. (from 14.2 for the 12 months to December 2020 compared to 13.2 for the 12 months to March 2021) as well as in the overall High Harm solved rate (from 10.2% for the 12 months to December to 10.6% for the 12 months to March). There has also been a further improvement in the Emergency Response Grade of Service (G.O.S.): from 80.1% for the 12 months to December to 82.6% in the 12 months to March 2021.

Essex Police met all of its Redline Measures. Furthermore, the Force also experienced improvements or stable performance in all of its Key Performance Indicators (KPIs), with the exception of the average 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.**¹ Confidence was at 79.3% for the 12 months to March 2021, a further improvement since the position at the last Force Performance Board, when it was at 76.3% (results to the 12 months to December 2020).

It was noted that the FCR 101 abandonment rate has increased each month from January to March inclusive. This issue is currently being investigated. However, as every other Key Performance Indicator (KPI) was either stable or has improved, and every Redline was met, **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 meeting the needs of the public.

The Primary Redline Measures for this area are File Quality and Forecast Outturn. While the **Financial Outturn as of February 2021² was a forecast underspend (£1.9m), Athena Remand File Compliance remained below the 95% target at 77.2%.**

There was, however, a significant **improvement in the percentage of correct files submitted for Magistrates' Not Guilty Anticipated Plea (NGAP) hearings** since the last FPB (from 59.1% at the last Board to 68.0% in March), and an improvement in the percentage of correct files submitted for Magistrates' Guilty Anticipated Plea (GAP) (from 74.3% at the last Board to 75.7% in March).

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

¹ Q13b Taking everything into account, how good a job do you think the police in this area are doing?

² More recent financial data was not available at the time commands submitted their returns.

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). PDR completion rates have improved.

Both officer and staff sickness (hours lost) is at the lowest it has been for six years.

In cycle 6 of the Balanced Scorecard, it was agreed at the Force Performance Board that a grade of Outstanding could not be considered until there was a measure by which staff satisfaction could be objectively measured. Therefore, **a grade of GOOD was agreed**.

The following additional metrics will be available to determine whether a grade of outstanding should be considered from Cycle 10 (data to June 2021):

1. **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.
2. **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.
3. **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.
4. **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

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 2021.

5.1 – Keeping People Safe – GOOD

KPIs

- **Increasing** volumes of **Organised Crime Group (OCG) disruptions**: 72 from January to March 2021 inclusive compared with 40 in the same months in 2020 (32 more).
- **Decrease** in **Stop & Search**: 539 fewer searches in the period January to March 2021 v. same period in 2020 (5,348 v. 5,887). There was also a **decrease** in **public confidence that the Force use their Stop & Search powers fairly and respectfully** (77.0% in Q4 v. 81.0% in Q3).
- **Stable** trend in **Domestic Abuse (DA) arrests** (both rate and volume): 74 fewer arrests January to March 2021 v. same period in 2020 (1,974 v. 2,048), but an increase in the arrest rate: 28.5% v. 27.6%.
- **Increasing** trend in **remaining days taken to investigate both DA** (32.4 day average for January to March 2021 v. 29.9 day average for same period in 2020) **and High Harm offences** (50.8 day average for January to March 2021 v. 40.1 day average for same period in 2020).
- **Declining** trend in the **volume of outcomes 14 and 16** (victims do not support) **for both DA** (1,410 offences per month average for January to March 2021 v. 1,653 for same period in 2020) **and High Harm offences** (671 offences per month average for January to March 2021 v. 923 for same period in 2020).
- **Declining** trend for those **Killed or Seriously Injured (KSIs)** on Essex's roads: average of 42 each month for January, February and March 2021.

Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences – Met.** 157 more VWI offences solved for the 12 months to March 2021 compared to the same period in 2020 (2,380 v. 2,223). However, 19 fewer offences were solved between January 2021 to March 2021 v. the same period the previous year (515 v. 534).
- **High Harm Offences per 1,000 population – Met.** Improvement since position in December (last FPB data period): from 14.2 to 13.2 for the 12m to March. The MSG average is 14.5.
- **High Harm Solved Rate – Met.** At 10.6% and above MSG average of 10.2%.
- **Emergency Response Times – Met.** Now above the 80% target at 82.6% for 12m to March, and an Improvement from the 12-month position in last FPB (80.1%).
- **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

- **PRIMARY REDLINE: local SMSR Survey. Improved confidence:** 79.3% for 12m to March 2021, an improvement from 76.3% in the last FPB (12m to December 2020).

- **Improving 999 wait times** (average 6 seconds), **FCR 101 wait times** (2 minutes) and **999 abandonment rates** (1.2%).
- **Deteriorating FCR 101 abandonment rates:** from around 13.4% in January 2021 to 19.4% in March.
- **Unprecedented low Resolution Centre wait times** (under 3 minutes) and abandonment rates (4.5%) continue to improve.
- **Stable use of Criminal Behaviour Orders (CBOs)** since January 2021 (around 72 per month).
- **Stable use of Community Protection Warnings (CPWs)** since January 2021 (around 600 per month).

Redlines

- **Victim Care Contract (VCC) Compliance - Met.** Also, an **increase in victim satisfaction** (for their most recent experience): 47% 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** per month for the 12 months to March 2021 (666 per month v. 649 per month for the 12 months to December 2020).
- **File Quality** (as of March 2021)
 - **Magistrates' Guilty Anticipated Plea (GAP) Criminal Justice File Quality Check:** slight **improvement** to 74.9% (it was 74.3% at the last FPB - December 2020).
 - **Magistrates' Not Guilty Anticipated Plea (NGAP) Criminal Justice File Quality Check:** **improvement** to 68.0% (it was 59.1% at the last FPB - December 2020).
- **Stable Crime Conversion rate:** 65.8% January to March 2021 (the average for the 12 months to March 2021 was 65.5%).
- **Increasing numbers of Domestic Violence Prevention Orders (DVPOs).** Average of 22 per month January to March 2021 v. 15 per month October to December 2020.

Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met.** As of the end of February, £1,900,000 underspend.

- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 77.0% (March 2021). This is below the 95% target and a slight deterioration since the 78.0% in the last FPB (December 2020)

5.4 – Our People – GOOD

KPIs

- **Lowest level of Officer sickness** (days lost per person) in previous six years.
- **Lowest level of Staff sickness** (days lost per person) in previous six years.
- **PCSO sickness – fifth highest number of days lost per person** in previous six years
- **Slight increase in PDR completion rates** - 94.0% in March, compared to 92.9% in December
- **Improving trend in the proportion of female police officers** (around 34-35%)
- **Increasing trend in numbers and % of ethnic minority officers.** There were 130 officers from ethnic minority backgrounds in March 2021 compared to 120 in December 2020; this equates a rise from 3.5% of all officers in December 2020 to 3.7% in March 2021.

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. Force-wide issues that are identified at the Force Performance Board form the basis of discussions at the subsequent Force Performance & 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 Balanced Scorecard (BSC). The PAU are currently in discussions with Finance to determine if there are any additional financial metrics for the Efficiency & Effectiveness quadrant, and with the Professional Standards Department (PSD) on the metrics they currently monitor, with a view to including them in future cycles.

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 Force Performance & Leadership Forum (formerly “Synergy”).

9.0 Future Work/Development and Expected Outcome

As per section 7.0 above, 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), with a view to introducing them to the BSC process in Cycle 10 (the next cycle). Having more commands and more insightful metrics within the process enables the Force to gain a broader – and ultimately clearer – understanding of its own performance.

In addition, the Force has begun conducting an **Employee Net Promoter Score (eNPS)** anonymous survey; these are to be conducted each quarter at Force and command-level for all officers and staff. This eNPS asks: “*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?*”³ The results will complement those from the staff survey, which

³ To work out the eNPS, the percentage of “Detractors” is subtracted from the percentage of “Promoters”; any score over zero is a positive indicator of staff satisfaction.

is undertaken less frequently. The first survey was conducted in June. However, until this has been repeated (in September), and two distinct data periods can therefore be compared, Essex Police will not introduce this into the Balanced Scorecard process. It is expected that the results from the eNPS surveys will be discussed from Cycle 11 (data to the end of September).

APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 22

