

## Performance and Resources Scrutiny Programme 2020

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

<b>Title of Report:</b>	<b>Rebalanced Scorecard Gradings Cycle 10</b>
<b>Classification of Paper:</b>	<b>Official</b>
<b>Agenda Number:</b>	<b>5.0</b>
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<b>Date Paper was Written</b>	<b>2 November 2021</b>
<b>Version Number</b>	<b>1.5</b>
<b>Report from:</b>	<b>Essex Police</b>
<b>Date of Meeting:</b>	<b>29 November 2021</b>
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<b>Date of Approval:</b>	<b>4 November 2021</b>

### 1.0 Purpose of Report

The purpose of this paper is to provide an overview of the final grades for Cycle 10 of the “Rebalanced Scorecard” (the 23<sup>rd</sup> 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 held on Thursday 26<sup>th</sup> August 2021; these were then taken to the Force Performance and Leadership Forum on 13 October 2021.

The data review period for this cycle was April to June 2021 inclusive.

### 2.0 Recommendations

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

### 3.0 Executive Summary

The final grades for Cycle 10 of the Balanced Scorecard were:

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

**There was one change to the grades compared to the last cycle:** Keeping People Safe was downgraded from Good to Requires Improvement.

Five performance areas are showing as deteriorating or below minimum standards:

1. **Decrease in solved Violence with Injury offences** (Keeping People Safe Primary Redline Measure).
2. **Deteriorating 999 abandonment rates** (Community Focus KPI)
3. **Deteriorating Resolution Centre wait times** (Community Focus KPI).
4. **Deteriorating Resolution Centre abandonment rates** (Community Focus KPI).
5. **Athena Remand File compliance** (Efficiency & Effectiveness Primary Redline Measure).

### **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 **6 fewer VWI offences** for the 12 months to June 2021 compared to the same period in 2020 (2,286 v. 2,292). This 12-month performance marks a slight deterioration in the Force's position compared to the last Force Performance Board.

Since the last Force Performance Board there has been an increase in High Harm Offences per 1,000 pop. (from 13.2 for the 12 months to March compared to 13.9 for the 12 months to June 2021) and a reduction in the overall volume of High Harm solved offences; 66 fewer High Harm offences (and 6 fewer Violence with Injury offense) were solved in the 12 months to June 2021 compared to the 12 months to June 2022. There was also a slight drop in the Emergency Response Grade of Service (G.O.S.): from 82.6% for the 12 months to March to 81.1% in the 12 months to June (although the target for this measure continues to be met).

There was a deterioration in the Emergency Allocation Times: from 82.3% for the 12 months to March 2021 to 78.1% for the 12 months to June 2021 (and below the 80.0% target).

**A grade of REQUIRES IMPROVEMENT was agreed** due to the Force solving fewer VWI offences.

### **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.**<sup>1</sup> Confidence was at 79.8% for the 12 months to June 2021, a further improvement since the position at the last Force Performance Board, when it was at 79.3 % (results to the 12 months to March 2021).

Despite a slight deterioration in the majority of the KPIs, every other Redline Measure was met.

It is of note that a system fault, which was creating additional 101 abandoned calls in the Force Control Room (FCR), was fixed by ITD on 24 June. A manual recalculation of the abandonment rate for the three months to June 2021 shows that the rate would have been below 20%, had this issue been rectified earlier.

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 forecast financial outturn was within the 10% variance (0.44% forecast underspend of total force budget and 0.15% forecast overspend of employee budget), **Athena Remand File Compliance remains below the 95% target at 78.0%.**

There has been a deterioration in the percentage of correct files submitted for Magistrates' Not Guilty Anticipated Pleas (NGAP) hearings since the last Force Performance Board (from 68.0% at the last Board to 63.4% in July). The overall trend for NGAP files, however, is positive: there has been a steady improvement since July 2020. There has also been an improvement in the percentage of correct Magistrates' Guilty Anticipated Plea (GAP) files: from 75.7% at the last Board to 77.0% in June.

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.** At the time of the last Force Performance Board, the MSG positions for officer and staff sickness position were unknown (national data are released annually, and the last

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

update was to March 2020). Since then, however, there has been a new data release. This shows that Essex continues to be better than the MSG average for police officer sickness, and is now only 0.1% below (worse than) the MSG average for police staff sickness.

PDR completion rates have improved. Both officer and PCSO sickness (hours lost) are at the lowest they have been for seven years, whilst staff sickness is the third lowest it has been for seven 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 an objective measure for staff satisfaction. To this end, it was also agreed that an Employee Net Promoter Score (eNPS) would be used as a proxy measure. The first eNPS survey was conducted in June 2021. These metrics will inform the BSC process when comparative data are available for cycle 11.

**A grade of GOOD was agreed.**

#### **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 grades of ‘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 2021.

### 5.1 – Keeping People Safe – **REQUIRES IMPROVEMENTS**

#### **KPIs**

- **Increasing** volumes of **Organised Crime Group (OCG) disruptions**: 73 from April to June 2021 inclusive compared with 47 in the same months in 2020 (26 more).
- **Decrease** in **Stop & Search**: 4,247 fewer searches in the period April to June 2021 v. same period in 2020 (4,634 v. 8,881). However, there was an **increase** in **public confidence that the Force use their Stop & Search powers fairly and respectfully** (83.0% in Q1 2021/22 v. 77.0% in Q4 2020/21).
- **Stable** trend in **Domestic Abuse (DA) arrests** (both rate and volume): 110 fewer arrests April to June 2021 v. same period in 2020 (2,148 v. 2,258), and a slight decrease in the arrest rate: 26.5% to 25.8%.
- **Increasing** trend in the **average days taken to investigate DA** (33.6-day average for April to June 2021 v. 28.9-day average for same period in 2020).
- Slight **decreasing** trend in the **average investigation length for High Harm offences** (40.5-day average for April to June 2021 v. 40.8-day average for same period in 2020).
- **Declining** trend in the **volume of outcomes 14 and 16** (victims do not support) **for DA** (1,460 offences per month average for April to June 2021 v. 1,562 for same period in 2020) but a **slight increase** in **victims not supporting outcomes for High Harm offences** (833 offences per month average for April to June 2021 v. 761 for same period in 2020).
- **Increasing** trend for those **Killed or Seriously Injured (KSIs)** on Essex's roads: average of 60 each month for April to June 2021. This is 16 more than the same period in 2020 (44). Of note, however, is the fact April to June 2020 was largely affected by national COVID restrictions and fewer vehicles were present on the road networks across Essex.

## Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences – Not Met.** Slight deterioration: 6 fewer VWI offences solved for the 12 months to June 2021 compared to the same period in 2020 (2,380 v. 2,223). Also, 111 fewer offences were solved between April to June 2021 v. the same period the previous year (555 v. 666).
- **High Harm Solved Volumes – Not Met.** 66 fewer High Harm solved offences in the 12 months to June 2021 compared to the same period in 2020 (3,127 v. 3,193). Reduction in solved volumes in all High Harm offence categories
- **High Harm Offences per 1,000 population – Met.** Slight deterioration since position in the previous Force Performance Board: from 13.2 to 13.9 for the 12 months to June. The MSG average is 14.1.
- **Emergency Response Times – Met.** Still above the 80% target at 81.1% for 12 months to June, but a slight drop from the 12-month position in last Force Performance Board (82.6%).
- **High Harm Victim Care Contract (VCC) Compliance – Met.** 96.0%.
- **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 12 months to March 2021, an improvement from 76.3% in the last Force Performance Board (12 months to December 2020).
- **Improving 999 wait times** (average 7 seconds), **FCR 101 wait times** (2 minutes and 35 seconds), and **999 abandonment rates** (1.3%).
- **Deteriorating FCR 101 abandonment rates:** from around 19.4% in March 2021 to 20.7% in June.
- **Deteriorating Resolution Centre wait times** (3.8 minutes in June compared to 2.5 minutes to end of March) and **abandonment rates** (7.3% in June, up from 5.5% in March)
- **Deteriorating use of Criminal Behaviour Orders (CBOs)**, average of 33 per month April - June, compared to around 73 per month in March.
- **Stable use of Community Protection Warnings (CPWs)** since January 2021 (around 500 - 600 per month).

### **Redlines**

- **Victim Care Contract (VCC) Compliance – Met** 97.5%. **Decrease in victim satisfaction** (for their most recent experience): 50.8% for 12 months to June 2021 from 54.2% for the 12 months to March 2021 (Q40 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 April to June 2021 (605 per month v. 586 per month for the same period in 2020).
  - CAP Present - 90.5% April - June 2021, 79.7% for the same period in 2021.
  - CAP Quality (% sufficient quality or above) - 97.9% for April - June 2021
- **File Quality** (as of June 2021)
  - **Magistrates' Guilty Anticipated Plea (GAP) Criminal Justice File Quality Check:** slight **improvement** to 77.0% (it was 75.7% at the last Force Performance Board – March 2021).
  - **Magistrates' Not Guilty Anticipated Plea (NGAP) Criminal Justice File Quality Check:** **deterioration** to 63.4% (it was 68.0% at the last Force Performance Board – March 2021).

- **Stable Crime Conversion rate:** 62.6% April to June 2021 (the average for the same period in 2020 was 63.4%).
- **Increasing numbers of Domestic Violence Prevention Orders (DVPOs).** Average of 73 per month April to June 2021 v. 90 per month April to June 2020.

### Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met.** Force total forecast underspend of £1.447m (0.44% of total force budget) and an employee forecast overspend of £0.438m (0.15% of total employees budget) as of June 2021.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 78.0% (June 2021). This is below the 95% target and stable on the 77.2% in the last Force Performance Board (March 2021).

## 5.4 – Our People – GOOD

### KPIs

- **Lowest level of Officer sickness** (days lost per person) in previous seven years for this period. April to June 2021: 1.46 days per officer.
- **Third Lowest level of Staff sickness** (days lost per person) in previous seven years for this period. April to June 2021: 1.87 days per person.
- **Lowest level of PCSO sickness** (days lost per person) in previous seven years for this period. April to June 2021: 2.46 days per person.
- **Slight increase in the number of instances per officer** for the period April to June 2021 compared to the same period in 2020 (0.21: 0.07 higher than in 2020)
- **Decrease in the number of hours lost per instance per officer** for the period April to June 2021 compared to the same period in 2020 (34.61: 19.41 lower than in 2020)
- **Slight increase in the number of instances per staff member** for the period April to June 2021 compared to the same period in 2020 (0.23: 0.10 higher than in 2020)
- **Decrease in the number of hours lost per instance per staff member** for the period April to June 2021 compared to the same period in 2020 (33.29: 13.50 lower than in 2020)
- **Increase in PDR completion rates** – 94.6% as of June 2021, compared to 94.0% in March.
- **Improving trend in proportion of female police officers** (around 34.6%)
- **Improving trend in numbers and % of Ethnic Minority officers** there were 136 Ethnic Minority officers in June 2021 compared to 109 in June 2020; this equates a rise from 3.7% of all officers in March 2021 to 3.9% in June 2021.

### Redlines



- **PRIMARY REDLINE MEASURE 1: Absenteeism of officers v. MSG average – Met.** Also, a significant improvement compared to 12 months to March 2020 (4.3% in March 2020 to 3.0% in March 2021).
- **PRIMARY REDLINE MEASURE 2: Absenteeism of staff v. MSG average – Not Met** (0.1% above MSG average). However, a significant improvement on the 12 months to March 2020 (5.2%% in March 2020 to 3.7% in March 2021).

## **6.0 Implications (Issues)**

The Balanced Scorecard (BSC) process 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). Professional Standards Department (PSD), for example, were introduced to the BSC process in this cycle (10); the Force can consequently make best use of this department's metrics to better inform its overall performance.

## **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**

The PAU are currently working with Professionalism Command to introduce them to the BSC process in Cycle 11 (the next cycle). Having more commands and a wider range of metrics within the process enables the Force to gain a broader – and ultimately clearer – understanding of its own performance.

As above, the Force is also now conducting an Employee Net Promoter Score (eNPS) anonymous survey each quarter 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?”*<sup>2</sup> The results from this survey will complement those from the staff survey, which 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).

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<sup>2</sup> 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.

**APPENDIX ONE – Essex Police Balanced Scorecard Grades: Cycles 1 to 23**

