

## Performance and Resources Scrutiny Programme 2022

### 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 14 of the “Rebalanced Scorecard” (the 26<sup>th</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 Wednesday 23 August 2022 and

presented at the Force Performance and Leadership Forum on Thursday 22 September 2022.

The data review period for this cycle was April to June 2022 inclusive.

## 2.0 Recommendations

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

## 3.0 Executive Summary

The final agreed grades were:

- **Keeping People Safe: REQUIRES IMPROVEMENT** ↑ (Upward trajectory)
- **How We Work: ADEQUATE** ↑ (upward trajectory)
- **Our People: ADEQUATE** ↓ (downward trajectory)
- **Community Focus: GOOD** ↓ (downward trajectory)

**The trajectory for two quadrants – Keeping People Safe and How We Work – is improving.** Furthermore, based on its current trajectory, **Keeping People Safe is likely to be upgraded to either Adequate or Good in the next cycle.**

There has been **one change since the last cycle: How We Work was upgraded to Adequate** (from Requires Improvement).

### Current Developments

At the Force Performance Board, a more refined methodology for determining the recommended Balanced Score Card grades at a command and Force-level was agreed. This methodology requires that commands and the Force meet their Primary Redline Measures for each quadrant to receive a recommended grade of Adequate or above. However, it was also emphasised that this new grading rationale was only the start of the conversation: recommended grades are still subject to discussion and any additional qualitative evidence which may support a higher or lower grade.

From this cycle onward, new measures have been added to Keeping People Safe for MOSOVO Overdue Visits and ARMS visits:

- **Outstanding RSO visits** involve an investigative visit to check the compliance of civil/criminal orders, notification requirements and potential safeguarding.
- **ARMS visits** are nationally recognised risk assessments for Registered Sex Offenders and must be completed each year.

The Performance Analysis Unit (PAU) have also worked with Finance to create a new Redline Measure to report on progress against the Force's savings target. This metric is now included in the How We Work quadrant.

**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. The trajectory for this Redline is improving.** The Force solved 51 more offences in the three months to June 2022 compared to the three months to June 2021 (606 v. 555). However, as **the Force solved 43 fewer VWI offences** for the 12 months to June 2022 compared to the same period the previous year (2,243 v. 2,286), this **Primary Redline was not met.** The most recent data (12m to September 2022) shows an improvement in Solved VWI offences (2,464 in 2022 Vs 2,387 in 2021), which if continued would lead to an upgrade to Adequate or Good in the next cycle.

Since the last cycle there has been little change **in the number of High Harm Offences per 1,000 pop.** (from 15.7 for the 12 months to March 2022 compared to 15.9 for the 12 months to June 2022). However, the MSG average also has risen this quarter to 16.1, therefore this Redline Measure is **met.**

There was a reduction in the overall volume of all "High Harm"<sup>1</sup> solved offences. 103 fewer High Harm offences were solved in the 12 months to June 2022 compared to the 12 months to June 2021. By comparison, 278 fewer High Harm offences were solved in the 12 months to March 2022 compared to the 12 months to March 2021 indicating the gap is closing.

There was a further fall **in the Emergency Response Grade of Service (G.O.S.)** from 78.5% for the 12 months to March 2022 to 77.1% in the 12 months to June 2022. Performance has now been below the 80.0% target for the last three cycles. This Redline Measure is **not met.**

There was a further **deterioration in the Emergency Allocation Times:** from 74.2% in March 2022, to 73.0% in June 2022 (the target is 80%). This Redline was **not met.**

**The MOSOVO Outstanding visits Redline** was **not met** but is **improving.** There were 83 outstanding; the Redline is 25, and there is an ambition that there are fewer than 10

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<sup>1</sup> Home Office Level 3 Crime Tree categories of: Violence with Injury; Rape; Other Sexual Offences; Burglary Residential; Robbery of Personal Property

outstanding. There has been a reduction from 306 outstanding at the start of April which highlights the rapid progress.

**The MOSOVO ARMS Outstanding** was **not met** but **improving**. There were 179 outstanding; the Redline is 25, and there is an ambition that are fewer than 10 outstanding. There has been a reduction from 352 outstanding at the start of April indicating significant improvement.

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

### **How We Work – ADEQUATE**

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. Forecast Outturn were met.** Underspend on overall budget forecast at £0.201m (financial year to end June 2022). This equates to 0.2% of total force budget and therefore within the 3% variance.

Furthermore, **Essex Police are currently on course to meet their cashable savings target Redline for financial year 2022/2023** (in year £4.662m; full year £3.756m). As of June 2022, there was an in-year slippage of £17K due to a delay in implementation, although the full year achievement was unaffected. There was a cashable savings shortfall of £516K for the previous financial year (2021/22); CJ savings (agreed by COG) will be used to reduce this shortfall to £64K. There are additionally four business cases in development which will offset the remaining figure.

The Primary Redline of **Athena File Quality** was **met** for the 12 months to June 2022 and has been above the 80% threshold for the past six months. For the 12 months to June 2022 compliance was at 81.4%, a 3.0%-point improvement on the position in the same period the previous year

The Performance Analysis Unit (PAU) have worked with Finance to create a new Redline Measure to report on progress against the Force's savings target.

There has been **deterioration in the percentage of correct files submitted for Magistrates' Not Guilty Anticipated (NGAP)** hearings since the last FPB (from 61.3% at the last Board to 50.0% April to June 2022) but an **improvement in the percentage of**

**correct Magistrates' Guilty Anticipated Plea (GAP) files submitted** (from 77.2% at the last Board to 85.3% April to June 2022).

**Disclosure Compliance Rate** was significantly lower in June 2022 compared to June 2021: 33.3% v. 55.0%, a fall of 21.7% points.

As the primary redline for **File Quality and Forecast outturn** have been met, a **grade of ADEQUATE is agreed**, upgraded from Requires Improvement in the previous cycle.

### **Our People – ADEQUATE**

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 of Officer sickness v. MSG average was met**. There was an improvement compared to the 12 months to March 2020 (4.4% of contracted hours lost in March 2020 compared to 3.0% in March 2021). The MSG average was 3.3%; Essex is ranked 3<sup>rd</sup> in its group (out of 8 forces).

The **Primary Redline Measure of Staff sickness was not met (but only by 0.1%)**. There was an improvement compared to 12 months to March 2020 (5.2% of contracted hours lost in March 2020, to 3.7% in March 2021). The MSG average was 3.6%; Essex was ranked 6<sup>th</sup> in its group (out of 8 forces). Comparative data for officer and staff sickness while based on the latest available, are nevertheless very old.

There was however a **deterioration in the sickness KPIs for Officers**; sickness days lost per person are higher than last year (2.14 days Vs 1.46 days) albeit this figure is the **third lowest** seen in the last eight years. The **number of instances of sickness and hours per instance for officers** have also increased (+0.08 instances and +3.66 hours).

Sickness KPIs for Staff have also **deteriorated**, **days lost per staff member (2.00 days) is higher** than the previous two years. **Instances of sickness** have also **increased** (+0.07 instances), whilst **hours lost per instance per Staff member has decreased** (-8.56 hours).

Although the Redlines have been met, or almost met, the data is from March 2021 (we are awaiting a publication from the Home Office to update this). Due to the deterioration in several sickness KPIs, **a grade of ADEQUATE is 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.**<sup>2</sup> Confidence is at 78% for the 12 months to June 2022; this is slightly down compared to the position at the last Force Performance Board (79.0% March 2022) and is also down from 80.0% in the 12 months to June 2021. Although there has been a decrease compared to last year, **confidence is still at historically high levels:** it was at 65% in the 12 months to December 2019 (the last full year before COVID 19 restrictions) and equates to an improvement of 13% points.

**FCR 101 calls answered within 5 minutes** are below the 90% target at 60.4% for the period April to June 2022, and down from 71.2% in the same period in 2021. This Redline is therefore **Not Met.**

There was a **deterioration in Resolution Centre KPIs** in June 2022. The Abandonment Rate rose to 33.1% in June; the Average Call Answer Time was 28:21 minutes. **These figures are the highest seen since November 2019**, when the Abandonment Rate was 36.4%, and average answer time was 27:04 minutes. At the end of June 2021, the average answer time was 03:48 and the abandonment rate was 7.3%.

Although there was deterioration in non-Emergency call KPIs, confidence levels remain at a historical high level compared to 2019. Therefore, **a grade of GOOD is 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. **How We Work**
3. **Our People**
4. **Community Focus**

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<sup>2</sup> Q13b Taking everything into account, how good a job do you think the police in this area are doing?

The following graphic details the four quadrants of the Rebalanced Scorecard:



Essex Police use the grades of ‘Outstanding’, ‘Good’, ‘Adequate’, ‘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 2022.

**5.1 – Keeping People Safe – REQUIRES IMPROVEMENT**

## KPIs

- **Increasing volumes** of Organised Crime Group (OCG) disruptions: 86 from April to June 2022 inclusive compared with 78 in the same months in 2021 (8 more).
- **Decrease** in in **Stop & Search**: 558 fewer Stops in April to June 2022 than the same period last year (4,107 Vs 4,665), and 4,774 fewer Stops than 2020 (8,881). **Decrease in confidence that EP use their Stop & Search power fairly and respectfully**: 67.0% in the 12 months to June 2022 compared to 79.2% 12 months to June 2021 (SMSR Q15).
- **Increasing trend in remaining days taken to investigate Domestic Abuse (DA)** (36.6 day ave. for April to June 2022 v. 33.6 day ave. for same period in 2021). This is also higher than the same period in 2020 (28.9 days average).
- **Decreasing trend in remaining days taken to investigate High Harm offences** (45.6 day ave. for April to June 2022 v. 44.1 day ave. for same period in 2021). This is slightly lower than the same period in 2020 (46.0 days average).
- **Decreasing trend in the volume of outcomes 14 and 16** (victims do not support) for **DA**; 1,311 offences per month ave. April to June 2022 v. 1,456 for same period in 2021. (This is also lower than 1,560 in the same period in 2020).
- **Increasing trend** in the volume of outcomes 14 and 16 (victims do not support) in **High Harm offences**; 760 offences per month ave. for April to June 2022 v. 832 for same period in 2021. (This is also higher than 759 in the same period in 2020).
- **Increasing trend for KSI collisions**, average of 70 each month for April to June 2022, Vs 60 in 2021. (Also higher than 2020, average 44 per month).
- **Declining trend for Drink Driving offences**; 351 total April to June 2022 v. 383 in the same period in 2021. (This is higher than the 301 in 2020, however). There is no evidence to suggest a decrease in offences, so this indicates a drop in police proactivity.
- **Declining trend in Drug Driving offences**; 200 total in April to June 2022 v. 252 in 2021. (This is also lower than 2020). There is no evidence to suggest a decrease in offences, so this indicates a drop in police proactivity.

## Redlines

- **PRIMARY REDLINE: Solved Violence with Injury offences - Not Met.** 43 fewer VWI offences solved for the 12 months to June 2022 compared to the same period in 21 (2,243 v. 2,286). 51 additional offences solved in the 3 month period of April to June 2022 v. the same period the previous year however (606 v. 555).
- **High Harm Offences per 1,000 - Met. Slight increase** on position in March (last FPB data period) from 15.7 to 15.9 for the 12m to June. MSG average is 16.1.
- **Emergency Response Times - Not Met.** Below the 80% target at 77.1% for 12m to June, a further Deterioration from 12 month position in last FPB (78.5%).



- **Emergency Allocation Times - Not Met.** Below the 80.0% target at 73.0% for June 2022, a Deterioration from position in last FPB (74.2%).
- **High Harm VCC Compliance - Met.** 94.2% in June 2022. A slight drop from March 2022 (95.6%).
- **Risk Register Scores Above 75 - Met.** No items (no change).
- **HMICFRS Effectiveness Inspection Grading - Met** (Good).
- **MOSOVO Outstanding visits Redline** was **not met** but **improving**. There were 83 outstanding; the Redline is 25 and there is an ambition for there to be fewer than 10 outstanding. There has been a reduction from 306 outstanding at the start of April.
- **MOSOVO ARMS Outstanding** was **not met** but **improving**. There were 179 outstanding; the Redline is 25 and the ambition is that there are fewer than 10 outstanding. There has been a reduction from 352 outstanding at the start of April.

## **5.2 – How We Work – ADEQUATE**

### **KPIs**

- **Decreased volumes of Quality of Investigation audits** average 502 audits per month for the period April to June 2022. This is 167 fewer than the average for the same period in 2021 (669 per month).
  - CAP Present - 89.3% April to June 2022, a **deterioration** on 90.5% for the same period in 2021.
  - CAP Quality (% sufficient quality or above) – 97.1% for April to June 2022, **stable** on 97.9% in 2021.
- **File Quality (as of June 2022)**
  - **Magistrates’ Guilty Anticipated Plea (GAP) CJ Quality Check:** **improvement to 85.3%** (it was 77.2% at the last FPB - March 2022)
  - **Magistrates’ Not Guilty Anticipated Plea (NGAP) CJ Quality Check:** **deterioration to 50.0%** (it was 61.3% at the last FPB – March 2022)
- **Improving crime Conversion rate:** 66.9% June 2022, up from 59.7% June 2021.
- **Deteriorating numbers of Domestic Violence Prevention Orders (DVPOs)** compared April to June last year (50 in 2022 Vs 94 in 2021).

### **Redlines**

- **PRIMARY REDLINE 1: Financial Outturn - Met.** As of the end of June, £0.201m forecast underspend, which is 0.2% of total Force budget.
- **Progress against Savings** targets show that Essex Police are on target to meet the 2022/23 savings total. In 2021/22, the Force were around 500k off target.

- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Not Met:** 85.7% (June 2022). This is below the 95% target but is **stable** on the 85.7% in the last FPB (December 2021).

### 5.3 – Our People – **ADEQUATE**

#### KPIs

- Third **Lowest** level of **Officer sickness (days lost per person)** compared to previous seven years for this period. April to June 2022/23, **2.14 days per officer.**
- **Higher** level of **Staff sickness (days lost per person)** than previous two years for this period. April to June 2022/23, **2.00 days per person.** However, whilst this is higher than the same period in 2021/22 (1.87) and 2020/21 (1.67) it is lower than 2019/20 (2.36) and 2018/9 (2.14). The primary reason for this is due to an increase in short- and medium-term absence during this period; it is of note that there has been a reduction in long term absence. Psychological related absence continues to account for highest proportion of payroll hours lost (28.86%). This is followed by respiratory related absences (23.33%), which when measured as average days lost per person has increased from 0.20 in 2021/22 to 0.47 in 2022.23. The main reasons for the increase in respiratory absence is due to increases in COVID-19 related illness. This increased from 3,244 hours to 6,177 hours, colds (908 hours increasing to 2,133 hours) and influenza (490 hours increasing to 1,697).
- Second **Lowest** level of **PCSO sickness (days lost per person)** compared to previous seven years for this period. April to June 2022/23, **2.67 days per person.**
- **Increase** in the number of instances per officer for the period April to June 2022/23 compared to 2021/22 (0.32 v. 0.24, an increase of 0.08 instances).
- **Increase** in the number of Officer hours lost per instance for the period April to June 2022/23 compared to 2021/22 (53.08 v. 49.43, an increase of 3.66 hours).
- **Increase** in the number of instances per staff member for the period April to June 2022/23 compared to 2021/22 (0.34 v. 0.26, an increase of 0.07 instances).
- **Decrease** in the number of Staff hours lost per instance for the period April to June 2022/23 compared to 2021/22 (43.59 v. 52.15, a decrease of 8.56 hours).
- 55 **outstanding officer return to work interviews** over 2 days overdue.
- 46 **outstanding police staff return to work interviews** over 2 days overdue.
- **Stable PDR completion rates** - 92.7% as of end June 2022, compared to 93.1% in March 2022.
- **Improving trend in proportion of female police officers as of end June 2022** (around 35.9%)
- **Improving trend in numbers and % of Ethnic Minority officers** there were 148 Ethnic Minority officers in June 2022 compared to 136 in June 2021; this equates a

rise from 3.9% of all officers in 2021 to 4.1% in 2022. (Of note, the number of Ethnic Minority officers has slowly dropped since January from 156 and 4.3%).

## Redlines

- **PRIMARY REDLINE MEASURE 1: Absenteeism of officers v. MSG average - Met.** Improvement compared to 12 months to March 2020 (4.4% of contracted hours lost in March 2020 to 3.0% in March 2021). MSG average is 3.3%, Essex is 3rd in its MSG.
- **PRIMARY REDLINE MEASURE 2: Absenteeism of staffs v. MSG average - Not Met.** Improvement compared to 12 months to March 2020 (5.2% of contracted hours lost in March 2020, to 3.7% in March 2021). MSG average is 3.6%, Essex is 6th in its MSG.

## 5.4 – Community Focus – GOOD

### KPIs

- **PRIMARY REDLINE: local SMSR Survey Q13b. Declining confidence:** 78.0% for 12 months to June 2022 from 80.0% for the 12m to June 2021 but historically high levels sustained.
- **ASB Perception (SMSR) - Deteriorating.** SMSR Q8a: 'To what extent do you agree or disagree that Essex Police and the organisations they work with are: Dealing with ASB' 68.1% in the 12 months to June 2022, this is a very slight deterioration on 69.8% in the 12 months to June 2021.
- **Stable 999 abandonment rates** (1.4% April to June 2022 v. 1.3% April to June 2021). **Deteriorating 999 wait times** (average 9 seconds April to June 2022 compared to 7 seconds in 2021), **FCR 101 wait times** (4 minutes and 2 seconds in April to June 2022, compared to 2 minutes and 30 seconds in April to June 2021), and **FCR 101 abandonment rates** (from average 13.3% April to June 2021 to 17.6% April to June 2022).
- **Deteriorating Resolution Centre wait times** (21 minutes and 7 seconds compared to 3 minutes and 27 seconds Q1 last year) **and abandonment rates** (27.13% average in April to June 2022 compared to 6.55% average in 2021).
- **Improving use of Criminal Behaviour Orders (CBOs)**, average of 82 per month April to June 2022, compared to 33 in 2021.
- **Improving trend for Community Protection Warnings (CPWs)**, average 678 per month April to June 2022, compared to 523 in 2021.

## Redlines

- **VCC Compliance - Met** 97.2%.

- **Decrease in victim satisfaction for their most recent experience:** 41.8% for 12m to June 2022 from 50.8% for the 12m to June 2021 (Q40 SMSR)
- **VCOP Compliance - Met.** 100% (no change).
- **Risk Register Scores Above 75 - Met.** No items.

## **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.

### **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 priorities within the 2021-2024 PFCC's Police and Crime Plan.

### **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. During Cycle 14, for example, the PAU engaged with HR as regards new sickness metrics (see 9.0 below) and with Crime & Public Protection (C&PP) as regards MOSOVO visits (see 3.0 above).

## **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.

## **9.0 Future Work/Development and Expected Outcome**

From Cycle 15, Local Policing Support Unit (LPSU) will be joining the Balanced Scorecard. LPSU will become the 14<sup>th</sup> command in the Force to join the process and their insight will enable the Force to take a more holistic and complete view of its own performance.

In addition, new measures in relation to sickness are expected to be introduced into the Balanced Scorecard into cycle 16, with a view to further refining the Force’s understanding as regards its performance in this area. To this end, PAU and HR have provisionally agreed a refined suite of metrics, which will be discussed at the next Force Performance Board.

**APPENDIX ONE – Essex Police Rebalanced Scorecard Grades: Cycles 1 to 14**

**Force - Rebalanced Scorecard**

