**Performance and Resources Scrutiny Programme 2022**

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

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| **Title of Report:** | **Rebalanced Scorecard Gradings Cycle 15** |
| **Agenda Number:** | **6** |
| **Chief Officer** | **Fiona Henderson** |
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| **Report from:** | **Essex Police** |
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| **Author on behalf of Chief Officer:** | **Jemma Slaney 42079781** |
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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 15 of the "Rebalanced Scorecard" (the 27th 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 November 2022 and presented at the Force Performance and Leadership Forum on Thursday 22 December 2022.

The data review period for this cycle was July to September 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:  ADEQUATE** ↑ (upward trajectory)
- **How We Work: ADEQUATE** ↑ (upward trajectory)
- **Our People: ADEQUATE** → (stable trajectory)
- **Community Focus: GOOD** ↓ (downward trajectory)

There has been **one change since the last cycle: Keeping People Safe was upgraded to Adequate** (from Requires Improvement).  **This is the first time since the Balanced Scorecard was "rebalanced" in July 2019 where no quadrants were graded at Requires Improvement**.

**The trajectory for Keeping People Safe and How We Work is improving**.  The trajectory for Our People is stable; the trajectory for Community Focus is deteriorating.

## Current Developments
From this cycle onwards, the Burglary attendance rates will be included in this report, in line with the NPCC pledge to attend all home burglaries. This can be found in the Keeping People Safe quadrant.

## Keeping People Safe – ADEQUATE
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 396 more VWI offences** for the 12 months to September 2022 compared to the same period in 2021 (2,464 v. 2,068).  **The current position shows further improvement: the Force solved 206 more offences in the three months to September 2022** compared to the same period the previous year (679 v. 474), this **Primary Redline was met**.

Although there has been a slight deterioration in the Force's position since the last FPB for **the number of High Harm Offences per 1,000 pop.** (from 15.9 for the 12 months to June 2022 compared to 16.0 for the 12 months to September 2022), the average for Essex's Most Similar Group of forces (MSG) rose to 16.5, meaning this Redline Measure is still **met**.

There was a **further fall in the Emergency Response Grade of Service** (G.O.S.): from 77.1% for the 12 months to June 2022 to 76.0% in the 12 months to September 2022. Performance has now been below the 80.0% target for the last four cycles.  This Redline Measure is **not met.**

There was also further **deterioration in the Emergency Allocation Times**: from 73.0% in March 2022, to 71.7% in September 2022 (the target is 80%).  This Redline was **not met.**

**MOSOVO Outstanding[1] Visits Redline** was **not met** but is **improving**.  There were 47 outstanding. The Redline is 25 and there is an ambition to have fewer than 10 outstanding. There has been a reduction from the 83 outstanding at the time of the last FPB.

**MOSOVO ARMS[2] Outstanding** was **not met** but is **improving**. There were 77 outstanding. The Redline is 25 and there is an ambition to have fewer than 10 outstanding. There has been a reduction from 179 outstanding at the time of the last FPB

The new **Residential Burglaries Attended** Redline was **not met**.  3,055 Residential Burglaries were recorded in the 12 months to September 2022, and 2,538 (83.1%) were attended. This is below the 90% target for attendance. Performance in this area is stable on the same period the previous year, when 2,845 were recorded and 2,388 attended (83.9% attended). The most recent data for December 2022 shows this Redline as met with an attendance rate of 94.3%.

**A grade of ADEQUATE was agreed** due to the Force solving more VWI offences compared to last year, and therefore meeting the Primary Redline. This is the first time Keeping People Safe has been above Requires Improvement since May 2021.


**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 £0.711m (financial year to end September 2022). This equates to 0.8% of total force budget and therefore within the 3% variance.

**Essex Police are currently on course to meet their cashable savings target for financial year 2022/2023** (in year £4.662m; full year £3.756m). A previous shortfall offset by removal of growth post no longer required. There is a full-year surplus of £17K due to the reduction in growth posts. 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 £46K.

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

The Primary Redline of **Athena Compliance for Remand** Files was **met** for the 12 months to June 2022 and has been above the 80% threshold for the past nine months. Compliance was at 85.9% in September 2022. This is a deterioration from 94.9% in June 2022.

There has been an **improvement in the percentage of correct files submitted for Magistrates' NGAP** hearings since the last FPB (from 50.0% at the last Board to 56.8% in September 2022). There has been **deterioration in the percentage of correct Magistrates' GAP files submitted** (from 85.3% at the last Board to 81.5% in September 2022).

**Disclosure Compliance Rate** was worse in September 2022 compared to September 2021: 35.8% v. 42.8%, a fall of 6.9% points. This is a slight improvement from the position in June 2022 (33.3%). The way this was measured changed in February 2021, which resulted in a significant drop in compliance. The highest compliance rate achieved since the new means by which this is measured was introduced was 62.9% in February 2021. The rate has been falling since the change was made

As the Primary Redline for **File Quality and Forecast outturn** have been met, a **grade of ADEQUATE was agreed**.

**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 Staff sickness was met** (performance was by 0.1% below the MSG average, which is within one standard deviation). 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 6th in its group (out of 8 forces).

There was a **deterioration in the sickness Key Performance Indicators (KPIs) for Officers**, sickness days lost per person are higher than last year (4.52 days V. 3.54 days). However, this figure is the **third lowest** seen in the last eight years. The **number of instances of sickness per officer, and hours per instance for officer** have also increased (+0.08 instances and +5.84 hours).

Sickness KPIs for Staff were mixed. **Days lost per staff member (4.04 days) is lower** than the previous year (4.09 days). However, **instances of sickness** have **increased** (+0.11

instances), whilst **hours lost per instance per Staff member has decreased** (-10.14 hours).

Although the Redlines have been met**, grade of ADEQUATE was agreed**, Due to the various changes seen in several sickness KPIs.

**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.**[3]  Confidence was at 76.3% for the 12 months to September 2022, down slightly compared to the position at the last Force Performance Board (78.0% June 2022), and down from 80.9% in the 12 months to September 2021.   However, the Force is still seeing **historically high levels of confidence. There has been an improvement of 11% compared to the 12 months to December 2019** (the last full year before COVID 19 restrictions), when it was at 65%.

**FCR 101 calls answered within 5 minutes** are below the 90% target at 44.9% for the period July to September 2022. **The position has deteriorated** from 63.4% for the same period the period the previous year, and from the 60.4% reported at the last FPB (June 2022). This KPI is **Not Met.**

There has been a **deterioration in Resolution Centre KPIs** in July to September 2022. The Abandonment Rate rose to 28.1% July to September, compared to 7.0% in the same period in 2021; Essex Police were formerly given an Area for Improvement (AFI) by HMICFRS because the abandonment rate rose above 20%. The Average Call Answer Time was 21:48 minutes, compared to 3:33 minutes last year. **These figures have improved since June 2022**, however, when Abandonment Rates were 33.1%, and the average answer time was 28:21 minutes.

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 was agreed.**

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

## 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**

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     <u>Current Work and Performance</u>

Data are to the end of September 2022.

## <u>5.1 – Keeping People Safe</u> – <span style="color:blue">ADEQUATE</span>

## <u>KPIs</u>

- <span style="color:red">**Decreasing**</span> **volumes** of Organised Crime Group (OCG) disruptions: 68 from July to September 2022 inclusive compared with 94 in the same months in 2021 (26 fewer).
- 3930 v. 4045
- <span style="color:green">**Increase**</span> in in **Stop & Search**: 115 more Stops in July to September 2022 than the same period last year (4,045 V. 3,930), and 1,974 fewer Stops than 2020 (6,019). <span style="color:red">**Decrease**</span> **in confidence that EP use their S&S power fairly and respectfully:** 63.3% in the 12 months to September 2022 compared to 79.3% 12 months to September 2021 (SMSR Q15).
- <span style="color:red">**Increasing**</span> **trend in remaining days taken to investigate DA** (34.3 day ave. for July to September 2022 v. 32.5 day ave. for same period in 2021). This is also higher than the same period in 2020 (26.8 days average).
- <span style="color:green">**Decreasing**</span> **trend in remaining days taken to investigate High Harm offences** (48.1-day ave. for July to September 2022 v. 42.5-day ave. for same period in 2021). This is slightly lower than the same period in 2020 (47.2 days average).
- <span style="color:green">**Decreasing**</span> **trend in the volume of outcomes 14 and 16** (victims do not support) for **DA;** 1,591 offences per month ave. July to September 2022 v. 1,661 for same period in 2021 (this is slightly above 1,523 in the same period in 2020).
- <span style="color:red">**Increasing**</span> trend in the **volume of outcomes 14 and 16 (victims do not support) in High Harm offences;** 1035 offences per month ave. for July to September 2022 v. 1001 for same period in 2021 (this is also higher than 900 in the same period in 2020).
- <span style="color:red">**Increasing**</span> **trend for Killed or Seriously Injured (KSI) collisions**. There was an average of 73 each month for July to September 2022, v. 71 in 2021 (this is also higher than 2020, average 59 per month).
- <span style="color:red">**Declining**</span> **trend for Drink driving offence**s; 343 total July to September 2022 v. 386 in the same period in 2021 (this is also lower than the 392 in 2020).
- <span style="color:red">**Declining**</span> **trend in Drug Driving offences;** 181 total in July to September 2022 v. 218 in 2021 (this is also lower than 559 in 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** - <span style="color:green">Met</span>.  396 more VWI offences solved for the 12 months to September 2022 compared to the same period in 21 (2,464 v. 2,068). 206 additional offences were solved in the 3-month period of July to September 2022 v. the same period the previous year however (679 v. 474).
- **High Harm Offences per 1,000 – <span style="color:green">Met</span>**.  There was a slight increase on the position in June (last FPB data period) from 15.9 to 16.0 for the 12m to September. The MSG average is 16.5.
- **Emergency Response Times – <span style="color:red">Not Met</span>**.  Below the 80% target at 76.0% for 12m to September, a further Deterioration from the 12-month position at last FPB (77.1%).
- **Emergency Allocation Times - <span style="color:red">Not Met</span>.** Below the 80.0% target at 71.7% for June 2022, a Deterioration from position in last FPB (73.0%).
- **High Harm VCC Compliance – <span style="color:green">Met</span>**.  96.9% in June 2022. An improvement from June 2022 (94.2%).
- **Residential Burglaries Attended – <span style="color:red">Not Met</span>.** 83.1% attended in the 12m to September 2022, v. 83.9% in 2021 and below the 90% target.
    - 3,055 recorded burglaries in 2022, with 2,538 attended.
    - 2,845 burglaries in 2021, with 2,388 attended.
- **MOSOVO Outstanding Visits Redline** was <span style="color:red">Not Met</span> but is <span style="color:green">improving</span>.  47 outstanding.
- **MOSOVO ARMS Outstanding** was <span style="color:red">Not Met</span> but is <span style="color:green">improving</span>. There were 77 outstanding.
- **File Quality (as of September 2022)**
    - **Magistrates' Guilty Anticipated Plea (GAP) CJ Quality Check – <span style="color:green">Met</span>**: 81.5% (target 75%) but a <span style="color:red">deterioration</span> compared to the 85.3% reported at the last FPB - June 2022.
    - **Magistrates' Not Guilty Anticipated Plea (NGAP) CJ Quality Check: <span style="color:red">Not Met</span>**: 56.8% (target 75%) but an <span style="color:green">improvement</span> compared to the 50.0% reported at the last FPB – June 2022).
- **Risk Register Scores Above 75 – <span style="color:green">Met</span>**.  No items (no change).
- **HMICFRS Effectiveness Inspection Grading – <span style="color:green">Met</span>** (Good).

**5.2 – How We Work – <span style="color:blue">ADEQUATE</span>**

**KPIs**

- <span style="color:green">Increased</span> **volumes** of **Quality of Investigation audits**.  453 average audits per month July to September 2022; 74 more than the average for the same period in 2021 (379 per month).

- o Case Action Plan (CAP) Present - 89.9% July to September 2022, an **improvement** on 87.0% for the same period in 2021.
  - o CAP Quality (% sufficient quality or above) – 97.4% for July to September 2022, an **improvement** on 96.6% in 2021.
- **Improving crime Conversion rate:** 62.4% September 2022, up from 53.8% September 2021.
- **Deteriorating numbers of DVPOs** compared July to September last year (38 in 2022 V. 56 in 2021).

## Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met**.  As of the end of September, £0.711m forecast overspend, which is 0.8% of total Force budget.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Met**: 85.9% (September 2022).  This is below the 95% target and is a **deterioration** on the 94.9% in the last FPB (June 2022).

## 5.3 – Our People – ADEQUATE

### KPIs

- Third **lowest** level of **Officer sickness (days lost per person)** compared to the previous three years for this period. April to September 2022/23: **4.52 days per officer.**
- Third **lowest** level of **Staff sickness (days lost per person)** compared to previous seven years for this period. April to September 2022/23: **4.04 days per person. Lowest** level of **PCSO sickness** (days lost per person) compared to previous seven years for this period. April to September 2022/23: **4.69 days per person.**
- **Increase** in the **number of sickness instances per officer** for the period July to September 2022/23 compared to 2021/22 (0.60 v. 0.52, an increase of 0.08 instances).
- **Increase** in the number of **Officer hours lost per instance of sickness** for the period July to September 2022/23 compared to 2021/22 (60.59 v. 54.76, an increase of 5.84 hours).
- **Increase** in the number of **instances of sickness per staff member** for the period July to September 2022/23 compared to 2021/22 (0.66 v. 0.54, an increase of 0.11 instances).

- **Decrease** in the **number of Staff hours lost per instance of sickness** for the period July to September 2022/23 compared to 2021/22 (45.34 v. 55.48, a decrease of 10.14 hours).
- 68 **outstanding officer return to work interviews** over 2 days overdue.
- 42 **outstanding police staff return to work interviews** over 2 days overdue.
- **Stable PDR completion rates** - 92.1% as of end September 2022, compared to 92.7% in June 2022.
- **Improving trend in proportion of female police officers as of end June 2022** (around 36.2%)
- **Improving trend in numbers and % of Ethnic Minority officers**.  There were 148 Ethnic Minority officers in September 2022, compared to 142 in 2021; this equates a rise from 4.00% of all officers in 2021 to 4.03% in 2022. Of note, the number of Ethnic Minority officers has dropped since January from 156.

**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). The MSG average is 3.3%, and Essex is 3rd out of 8 forces.
- **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). The MSG average is 3.6%, and Essex is 6th out of 8 forces.

## 5.4 – Community Focus – GOOD

**KPIs**

- **PRIMARY REDLINE: local SMSR Survey Q13b.  Declining confidence**: 76.3% for 12 months to September 2022 from 80.9% for the 12m to September 2021.
- **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' 67.0% in the 12 months to September 2022. This is a deterioration on 70.9% in the 12 months to September 2021.
- **Improving 999 abandonment rates** (1.2% July to September 2022 v. 1.5% July to September 2021). **999 wait times** (average 8 seconds July to September 2022 compared to 9 seconds in 2021).
- **Deteriorating. FCR 101 wait times** (6 minutes and 22 seconds in July to September 2022, compared to 3 minutes and 28 seconds in July to September 2021) and **FCR**

**101 abandonment rates** (from an average of 19.6% July to September 2021 to 25.9% July to September 2022).

- **<span style="color:red">Deteriorating</span> Resolution Centre wait times** (21 minutes and 48 seconds compared to 3 minutes and 33 seconds Q1 last year) **and abandonment rates** (from an average of 28.1% in July to September 2022 compared to 7.0% average in 2021).
- **<span style="color:blue">Stable</span> use of Criminal Behaviour Orders (CBOs)**.  Average of 83 per month July to September 2022, the same as in 2021.
- **<span style="color:green">Improving</span> trend for Community Protection Warnings (CPWs)**.  Average 760 per month July to September 2022, compared to 599 in 2021.

**Redlines**
- **Victim Care Contract (VCC) Compliance - <span style="color:green">Met</span> 98.3%. <span style="color:blue">Stable</span> in victim satisfaction for their most recent experience**: decrease to 48.5% for 12m to September 2022 from 48.9% for the 12m to September 2021 (Q40 SMSR)
- **Victim Code of Practice (VCOP) Compliance** - **<span style="color:green">Met</span>**.  100% (no change).
- **Risk Register Scores Above 75 – <span style="color:green">Met</span>**.  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

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 15**



Force - Rebalanced Scorecard