

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 16 of the “Rebalanced Scorecard” (the 28th 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 6 April 2023 and presented at the Force Performance and Leadership Forum on Friday 3 March 2023.

The data review period for this cycle was October to December 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 →** (stable trajectory)
- **Our People: ADEQUATE →** (stable trajectory)
- **Community Focus: ADEQUATE ↓** (downward trajectory)

There has been one change in the recommended grades since the last cycle:

Community Focus was downgraded from GOOD to ADEQUATE, due to the fact that 101 performance in both the Force Control Room (FCR) and the Resolution Centre have deteriorated. This is the first time this quadrant has been graded below Good since Cycle 7 (July to September 2020).

Current Developments

Updated measures in relation to sickness were introduced into the Balanced Scorecard into Cycle 16. These focus on average days sick per member of staff or officer and reflect the reporting in the Police and Crime Plan Monthly Performance Report.

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 418 more VWI offences** for the 12 months to December 2022 compared to the same period in 2021 (2,555 v. 2,137). **The current position also shows improvement: the Force solved 89 more offences in the three months to December 2022** compared to the same period the previous year (649 v. 560).

There has been improvement in the Force's position since the last cycle for **the number of High Harm Offences per 1,000 pop.** (from 16.0 for the 12 months to September 2022 compared to 15.7 for the 12 months to December 2022). As MSG average is 16.7, this Redline Measure is **met**.

There was a **further fall in the Emergency Response Grade of Service (G.O.S.):** from 76.0% for the 12 months to September 2022 to 74.9% in the 12 months to December 2022. Performance has now been below the 80.0% target for the last five cycles and continues to deteriorate. This Redline Measure is **not met**.

There was also further **deterioration in the Emergency Allocation Times**: from 71.7% in September 2022, to 70.9% in December 2022 (the target is 80%). This Redline was **not met**.

MOSOVO Outstanding visits Redline was **not met** but is **improving**. As of 5 January 2023, 39 visits were outstanding; 47 were outstanding at the last cycle (8 fewer). The Redline is 25 and there is an ambition to have fewer than 10 outstanding.

MOSOVO ARMS Outstanding was **not met** but is **improving**. As of 5 January 2023, 58 visits were outstanding; 77 were outstanding at the time of the last cycle (19 fewer). The Redline is 25 and there is an ambition to have fewer than 10 outstanding.

As the Force met its Primary Redline of solving more VWI for the 12 months to December 2022 compared to the same period the previous year, **a grade of ADEQUATE was agreed**.

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**.

The Primary Redline of **Athena Compliance for Remand Files** was **met** for the 12 months to December 2022. Compliance was at 85.7% in December 2022, a slight deterioration from the 85.9% reported in September 2022.

Forecast Outturn was met. Underspend on overall budget forecast at £0.554m (financial year to end December 2022). This equates to 0.6% 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), no change from previous quarter. 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.

There was a **deterioration in the percentage of correct files submitted for Magistrates' NGAP** hearings since the last quarter (from 56.8% at the last Board to 49.4% in December 2022); as the target is 75%, this Redline is **not met**. There has also been **deterioration in the percentage of correct Magistrates' GAP files submitted** (from 81.5% at the last Board to 71.2% in December 2022); as the target is 75%, this Redline is **not met**.

Disclosure Compliance Rate was **worse** in December 2022 compared to December 2021: 30.8% v. 37.1%, a fall of 6.3% points. This was also a deterioration from the position in September 2022 (35.8%).

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 Measures for this quadrant are Officer and Staff Sickness compared to the MSG average**; this relies on national comparison data to March 2022. However, at the time the Force Performance Board was held, the Home Office data had been identified as being inaccurate and were consequently not considered as part of the Balanced Scorecard process in this cycle. Updated figures have since been provided by the Home Office. These indicate that Essex is better than the MSG average for Officer sickness; although Essex is above (worse than) the MSG average for Staff sickness, the level was within one standard deviation, which is not statistically significant. Essex Police are therefore currently meeting this Primary Redline.

There was a **deterioration in the sickness KPI for Officers**, sickness days lost per person October to December 2022 are higher than last year (2.82 days v. 2.78 days last year).

There was an **improvement in the sickness KPI for Staff**, sickness days lost per person October to December 2022 are lower than last year (2.52 days v. 2.94 days last year).

There was an **increase in outstanding return to work interviews** 180 over 2 days overdue across Staff and Officers, compared to 115 at the end of September 2022.

There was an **improvement in PDR completion rate**, from 92.1% as of the end of September 2022, to 94.4% for December 2022.

As the Home Office's iQuanta data as regards sickness were not available at the time of the Force Performance Board, a provisional grade of ADEQUATE was agreed.

Community Focus – ADEQUATE

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 is at 75.0% for the 12 months to December 2022, a **deterioration** compared to the position at the last Force Performance Board (76.3% September 2022), and down from 80.1% in the 12 months to December 2021. **There has been an improvement of 10% compared to the 12 months to December 2019** (the last full year before COVID 19 restrictions), when it was at 65%.

There was an **improvement** in **999 abandonment rates**, from 1.7% October to December 2021, to 1.6% in 2022, but a **deterioration** in **999 wait times** which rose from a 9 second average in December 2021 to a 10 second average this year.

FCR 101 calls answered within 5 minutes were below the 90% target at 32.2% for the period July to September 2022. **The position has deteriorated** from 63.0% for the same period the previous year, and from 44.6% reported at the last Performance Board (September 2022). 10 minutes and 10 seconds in October to December 2022, compared to 3 minutes and 31 seconds in 2021).

There was a **deterioration** in **FCR 101 abandonment rates**, from 20.2% October to December 2021, to **34.8% in 2022**; it is of note that HMICFRS gave Essex Police an Area for Improvement (AFI) because the Abandonment Rates were over 20%. There was also a **deterioration** in **FCR 101 wait times** which rose from 03:31 minutes in 2021, to 10:10 minutes October to December 2022.

There was a **deterioration in Resolution Centre KPIs** in October to December 2022. The Abandonment Rate rose to 24.3% this year, compared to 7.4% last year. The Average Call Answer Time was 20:55 minutes, compared to 3:58 minutes last year. **These figures have improved since September 2022**, however, when Abandonment Rates were 28.1%, and the average answer time was 21:48 minutes.

¹ 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 Current Work and Performance

Data are to the end of December 2022.

5.1 – Keeping People Safe – **ADEQUATE**

KPIs

- **Increasing volumes** of OCG disruptions: 68 from October to December 2022 inclusive compared with 81 in the same months in 2021 (24 fewer).
- **Decrease** in in **Stop & Search**: 268 fewer Stops in October to December 2022 than the same period last year (3,984 Vs 4,252), and 1,089 fewer Stops than 2020 (5,341). **Decrease in confidence that EP use their S&S power fairly and respectfully**: 60.5% in the 12 months to December 2022 compared to 75.3% 12 months to December 2021 (SMSR Q15).
- **Increasing trend in remaining days taken to investigate DA** (36.6 day ave. for October to December 2022 v. 34.1 day ave. for same period in 2021). This is also higher than the same period in 2020 (30.8 days average).
- **Decreasing trend in remaining days taken to investigate High Harm offences** (53.4 day ave. for October to December 2022 v. 46.8 day ave. for same period in 2021). This is also higher than the same period in 2020 (46.5 days average).
- **Decreasing trend in the volume of outcomes 14 and 16** (victims do not support) for **DA**; 1,343 offences per month ave. October to December 2022 v. 1,586 for same period in 2021. (This is also lower than 1,432 in the same period in 2020).
- **Decreasing trend in the volume of outcomes 14 and 16** (victims do not support) in **High Harm offences**; 857 offences per month ave. for October to December 2022 v. 951 for same period in 2021. (This is higher than 787 in the same period in 2020).
- **Stable trend for KSI collisions**, average of 64 each month for October to December 2022, Vs 64 in 2021. (Higher than 2020, average 53 per month).
- **Declining trend for Drink driving offences**; 316 total October to December 2022 v. 404 in the same period in 2021. (This is stable with 315 in 2020). There is no evidence to suggest a decrease in offences, so this indicates a drop in police proactivity.
- **Declining trend in Drug Driving offences**; 295 total in October to December 2022 v. 256 in 2021. (This is also lower than 464 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** - **Met**. 418 more VWI offences solved for the 12 months to December 2022 compared to the same period

in 21 (2,555 v. 2,137). 89 additional offences solved in the 3 month period of October to December 2022 v. the same period the previous year (649 v. 560).

- **High Harm Offences per 1,000 – Met. Improvement** on position in last cycle from 16.0 to 15.7 for the 12m to December 2022. MSG average is 16.7.
- **Emergency Response Times – Not Met.** Below the 80% target at 74.9% for 12m to December, a further Deterioration from 12-month position in last cycle (76.0%). Also lower than the 12 months to December 2021 (79.8%).
- **Emergency Allocation Times (Dispatch Compliance Rate)- Not Met.** Below the 80.0% target at 70.9% for December 2022, a Deterioration from position in last cycle (71.7%).
- **High Harm Victim Care Contract (VCC) Compliance – Met.** 97.8% in December 2022. A slight deterioration from September 2022 (96.9%).
- **Risk Register Scores Above 75 – Met.** No items (no change).
- **HMICFRS Effectiveness Inspection Grading – Met** (Good).

5.2 – How We Work – ADEQUATE

KPIs

- **Increased volumes of Quality of Investigation audits**, average audits per month October to December 2022 (450 per month) 1 fewer than the average for the same period in 2021 (429 per month).
 - o CAP Present - 90.1% October to December 2022, an **improvement** on 85.6% for the same period in 2021.
 - o CAP Quality (% sufficient quality or above) – 98.1% for October to December 2022, an **improvement** on 97.4% in 2021.
- **File Quality (as of December 2022)**
 - o **Magistrates’ Guilty Anticipated Plea (GAP) CJ Quality Check: deterioration to 71.2%** (it was 81.5% in September 2022)
 - o **Magistrates’ Not Guilty Anticipated Plea (NGAP) CJ Quality Check: deterioration to 49.4%** (it was 56.8% in September 2022)
- **Improving crime Conversion rate: 61.2%** December 2022, up from 57.9% December 2021.
- **Deteriorating numbers of DVPOs** compared July to September last year (38 total in 2022 Vs 57 in 2021).

Redlines

- **PRIMARY REDLINE 1: Financial Outturn – Met.** As of the end of December, £554k forecast underspend, which is 0.6% of total Force budget.

- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Met:** 85.7% (December 2022). This is above the 80% target but is a **deterioration** on the 85.9% in the last cycle (September 2022).

5.3 – Our People – ADEQUATE

KPIs

- **Increase** in level of **Officer sickness (days lost per person)** compared to previous year. October to December 2022/23, **2.82 days per officer** (2.78 2021).
- **Decrease** in level of **Staff & PCSO sickness (days lost per person)** compared to previous year. October to December 2022, **2.52 days per person.** (2.94 2021).
- **Increase in outstanding officer return to work interviews** 130 over 2 days overdue; including 17 in North LPA, 28 in South LPA. 14 in West LPA, 13 in HR, 13 in OPC and 10 in ERSOU.
- **Increase in outstanding police staff return to work interviews** 50 over 2 days overdue; including 14 in Contact Management, and 10 in HQ Directorate.
- **Improving PDR completion rates** – 94.4% as of end December 2022, compared to 92.1% in September 2022.
- **Improving trend in proportion of female police officers as of end December 2022** (around 36.6%).
- **Stable trend in numbers and % of Ethnic Minority officers** 4.1% of all officers in 2022, the same as 2021. The number of Ethnic Minority officers has increased to 152 in December 2022, from 148 in 2021.

Redlines

Awaiting updated Home Offence Figures:

- **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 our MSG.
- **PRIMARY REDLINE MEASURE 2: Absenteeism of staffs v. MSG average - Not Met.** Deterioration compared to 12 months to March 2021 (3.7% of contracted hours lost in March 2021, to 4.2% in March 2022). MSG average is 3.3%.

5.4 – Community Focus – ADEQUATE

KPIs

- **PRIMARY REDLINE: local SMSR Survey Q13b. Declining confidence:** 75.0% for 12 months to December 2022 from 80.1% for the 12m to December 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' 66.8% in the 12 months to December 2022, this is a deterioration on 69.0% in the 12 months to December 2021.
- **Improving 999 abandonment rates** (1.6% October to December 2022 v. 1.7% October to December 2021). **Deteriorating 999 wait times** (average 10 seconds October to December 2022 compared to 9 seconds in 2021).
- **Deteriorating FCR 101 abandonment rates** (34.8 October to December v. 20.2% October to December 2021). **Deteriorating FCR 101 wait times** (10 minutes and 10 seconds in October to December 2022, compared to 3 minutes and 31 seconds in 2021).
- **FCR 101 calls answered within 5 minutes deteriorated** from 63.0% in 2021 to 32.2% for October to December 2022. Also, a deterioration from 44.6% reported in the previous quarter (September 2022).
- **Deteriorating Resolution Centre abandonment rates** (24.3% average in October to December 2022 compared to 7.4% average in 2021); this is a slight improvement on 28.1% last quarter.
- **Deteriorating Resolution Centre wait times** (20 minutes and 55 seconds October to December 2022 compared to 3 minutes and 58 seconds in 2021).
- **Deteriorating use of Criminal Behaviour Orders (CBOs)**, 85 per month October to December 2022, compared to 92 in 2021.
- **Deteriorating trend for Community Protection Warnings (CPWs)**, average 543 per month October to December 2022, compared to 805 in 2021.

Redlines

- **Victim Care Contract (VCC) Compliance – Met** 98.8%. **Stable in victim satisfaction for their most recent experience:** decreased confidence: 46.4% for 12m to December 2022 from 46.8% for the 12m to December 2021 (Q40 SMSR)
- **Victim Code of Practice (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 and the Home Office 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

The Performance Analysis Unit (PAU) are currently working with Agilisys to create a Balanced Scorecard (BSC) interactive live dashboard within Power BI. This will enable all commands – as well as the Force – to access updated BSC data at any time and at any location and discuss the insight gained therefrom at performance meetings.

APPENDIX ONE – Essex Police Rebalanced Scorecard Grades: Cycles 1 to 16

Force - Rebalanced Scorecard

