Performance and Resources Scrutiny Programme 2023

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

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Chief Officer	**Fiona Henderson**
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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 17 of the "Rebalanced Scorecard" (the 29th 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 24th May 2023 and presented at the Force Performance and Leadership Forum on Thursday 29th June 2023.

The data review period for this cycle was January to March 2023 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 ↓** (downward trajectory)
- **How We Work: GOOD ↑** (improving trajectory)
- **Our People: GOOD ↑** (improving trajectory)
- **Community Focus: REQUIRES IMPROVEMENT ↓** (downward trajectory)

There have been three changes in the recommended grades since the last cycle:
- **Our People has been upgraded to GOOD** as recently re-released national data shows Essex Police is meeting its Primary Redline Measures for Officer and Staff sickness. The Force had previously graded itself as Adequate until its performance in relation to its Most Similar Group of Forces (MSG) had been established.
- **How We Work has been upgraded to GOOD** as Essex Police are performing better than the national average for the new Force-level File Quality measure.
- **Community Focus has been downgraded to REQUIRES IMPROVEMENT** due to deteriorating confidence levels and 101 performance within the Force Control Room (FCR).

Current Developments
At the Force Performance Board (FPB), it was agreed that the File Quality Redline measure should be changed to show the Not Guilty Anticipated Plea (NGAP) rate for when files are submitted to CPS, rather than submitted to CJ, as this is a better reflection of the Force's output. NGAP files submitted to CJ will remain a KPI at command level.

Additional Key Performance Indicators (KPIs) for the Our People quadrant are being added to monitor the number of **outstanding rest days in lieu** owed to Officers at all ranks. This is with the intention that the Force will aim to reduce the larger balances owed to Officers and improve individual wellbeing and operational resilience.

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 446 more VWI offences** for the 12 months to March 2023 compared to the same period in 2022 (2,630 v. 2,184). **The current position also shows improvement: the Force solved 40 more offences in the three months to March 2023** compared to the same period the previous year (596 v. 556).

There has been improvement in the Force's position since the last Force Performance Board (FPB) for **the number of High Harm Offences per 1,000 pop.** (from 15.7 for the 12 months to December 2022 to 15.6 for the 12 months to March 2023). The MSG average is 16.7, meaning this Redline Measure is **met.**

There was a **further fall** **in the Emergency Response Grade of Service** (G.O.S.): from 74.9% for the 12 months to December 2022 to 74.1% in the 12 months to March 2023. Performance has now been below the 80.0% target for the last six cycles and continues to deteriorate. This Redline Measure is **not met.**

There was an **improvement** **in the Emergency Allocation Times (Dispatch Compliance Rate)**: from 70.9% in December 2022, to 72.4% in March 2023 (the target is 80%). Despite the improvement seen, this Redline was **not met.**

MOSOVO Outstanding visits Redline was **met** and is **improving**. As of 5 April 2023, 20 visits were outstanding; 39 were outstanding at the time of the last FPB (19 fewer). The Redline is 25 and there is an ambition to have fewer than 10 outstanding.

MOSOVO ARMS Outstanding Redline was **not met** but is **improving**. As of 5 January 2023, 29 visits were outstanding; 58 were outstanding at the time of the last FPB (29 fewer). The Redline is 25 and there is an ambition to have fewer than 10 outstanding.

As the Force has met its Primary Redline of solving more VWI for the last 12 months and seen improvement in several other areas, **a grade of ADEQUATE was agreed.**

How We Work – GOOD
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 of **Athena Compliance for Remand** Files is **met** for the 12 months to December 2022. Compliance was at 93.1% in March 2023, a significant improvement from 85.7% reported in December 2022.

Forecast Outturn is met. Overspend on overall budget forecast at £0.116m (2022/23 provisional outturn). This equates to 0.03% of total force budget and therefore within the 3% variance.

Essex Police met their cashable savings target for the financial year 2022/2023 (in year £4.662m; full year £3.757m); this represents no change since the last Force Performance Board (FPB). 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.

Although Essex Police were just below the national 75% target, File Quality for Not Guilty Anticipated Plea (NGAP) files submitted to the Crown Prosecution Service (CPS) is above the average for all forces nationally. 73.3% of files submitted by Essex Police were correct, compared to the 64.1% national average.

Disclosure Compliance Rate was **worse** in March 2023 compared to March 2022: 29.8% v. 35.0%, a fall of 5.2% points. This is also a slight deterioration from the position at the last FPB in December 2022 (30.8%). 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 Redlines were met, and the majority of KPIs were improving, an **upgrade to GOOD was agreed.**

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 Measures for this quadrant are Officer and Staff Sickness compared to the MSG average**; this relies on national comparison data to March 2022. Essex Police are below (better) the MSG average for Officer sickness; although they are above the MSG average for Staff sickness, the gap is within one standard deviation (and therefore not statistically significant). Essex is 4th in its MSG for Officer Sickness (4.0%) and 5th in its MSG for Staff Sickness (4.8%).

There was an **improvement in the sickness KPI for Officers**; sickness days lost per person January to March 2023 are lower than last year (2.23 days v. 2.25 days last year).

There was an **improvement** **in the sickness KPI for Staff and PCSOs**; sickness days lost per person January to March 2023 are lower than last year (2.26 days v. 3.0 days last year).

There was a **decrease** in **outstanding return to work interviews**; 48 over 2 days overdue across Staff and Officers at the end of March 2023, compared to 130 at the end of December 2022.

There was an **improvement** in **PDR completion rate**, from 94.4% as of the end of December 2022, to 95.8% for March 2023.

As the Primary Redline Measure has been met and the sickness KPIs are improving, an upgrade to GOOD was agreed.

Community Focus – **REQUIRES IMPROVEMENT**

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 74% for the 12 months to March 2023, a **deterioration** compared to the position at the last Force Performance Board (75.0% December 2022), and down from 79% in the 12 months to March 2022. **There has been an improvement of 9% compared to the 12 months to December 2019** (the last full year before COVID 19 restrictions), when it was at 65%.

There was a minimal **improvement** in **999 abandonment rates**, from 1.8% January to March 2022, to 1.7% in 2023, and **stable** **999 wait times** (average 9 seconds January to March 2023, the same as last year).

FCR 101 calls answered within 5 minutes are below the 90% target at 33.0% for the period January to March 2023. **The position has deteriorated** from 72.7% for the same period the previous year, and stable with 32.2% reported at the last FPB (December 2022).

There was a **deterioration** in **FCR 101 abandonment rates**, from 11.8% January to March last year, to 33.2% this year; 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 02:27 minutes in 2022, to 9:56 minutes January to March 2023.

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

There has been a **large deterioration in Resolution Centre KPIs** in January to March 2023. **The Abandonment Rate** rose to 23.1% this year, compared to 10.4% last year. This is an **improvement** on the position in the last FPB (24.3% December 2022). The **Average Call Answer Time** was 22:21 minutes, compared to 6:30 minutes last year. This is a **deterioration** on December 2022 (previous FPB), the average answer time was 20:55 minutes.

Due to the deterioration in the Primary Redline, and for the FCR 101 performance, it was agreed that this area be downgraded to **a grade of REQUIRES IMPROVEMENT.**

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 March 2023.

5.1 – Keeping People Safe – ADEQUATE

KPIs

- **Increasing volumes** of Organised Crime Group (OCG) disruptions: 117 from January to March 2022 inclusive compared with 83 in the same months in 2022 (34 more this year).
- **Decrease** in in **Stop & Search**: 278 fewer Stops in January to March 2023 than the same period last year (4,101 Vs 4,379), and 1,786 fewer Stops than 2020 (5,887). **Decrease in confidence that Essex Police use their S&S power fairly and respectfully:** 60% in the 12 months to March 2023 compared to 70% 12 months to March 2022 (SMSR Q15).
- **Increasing trend in days taken to investigate Domestic Abuse (DA)** offences (36.5 day ave. for January to March 2023 v. 35.1 day ave. for same period in 2022).
- **Increasing trend in days taken to investigate High Harm offences** (54.5 day ave. for January to March 2023 v. 47.1 day ave. for same period in 2022).
- **Decreasing trend in the volume of outcomes 14 and 16** (victims do not support) for **DA;** 1,229 offences per month ave. January to March 2023 v. 1,399 for the same period in 2022.
- **Decreasing** trend in the volume of outcomes 14 and 16 (victims do not support) in **High Harm offences;** 772 offences per month ave. for January to March 2022 v. 817 for same period in 2022.
- **Stable trend for KSI collisions**, average of 57 each month for January to March 2023, Vs 59 in 2022. (Higher than 2020, average 55 per month).
- **Declining trend for Drink driving offence**s; 291 total January to March 2023 v. 367 in the same period in 2022. (This is also less than 346 in 2020). There is no evidence to suggest a decrease in offences, so this indicates a drop in police proactivity.
- **Stable trend in Drug Driving offences;** 246 total in January to March 2023 v. 254 in 2022. (This is lower than 449 in 2020). There is no evidence to suggest a decrease in offences, so any decrease here indicates a drop in police proactivity.

Redlines
- **PRIMARY REDLINE: Solved Violence with Injury (VWI) offences** - **Met**. 446 more VWI offences solved for the 12 months to March 2023 compared to the same period in 22 (2,630 v. 2,184). 40 additional offences solved in the 3-month period of January to March 2023 v. the same period the previous year (596 v. 556).

- **High Harm Offences per 1,000 – Met. Further Improvement** on position in last FPB from 15.7 to 15.6 for the 12m to March 2023. Most Similar Group of forces (MSG) average was 16.7.
- **Emergency Response Times GOS – Not Met.** Below the 80% target at 74.1% for 12m to March, a further Deterioration from 12-month position in last FPB (74.9%). Also, lower than the 12 months to March 2022 (78.5%).
- **Emergency Allocation Times (Dispatch Compliance Rate)- Not Met.** Below the 80.0% target at 72.4% for March 2023, an **improvement** from position in last FPB (70.9%).
- **High Harm VCC Compliance – Met.** 98.1% in December 2022. A small improvement from December 2022 (97.8%).
- **Risk Register Scores Above 75 – Met.** No items (no change).
- **HMICFRS Effectiveness Inspection Grading – Met** (Good).
- **MOSOVO Outstanding visits - met.** As of 5 April 2023, 20 visits were outstanding Vs 39 at the time of the last FPB (19 fewer). The Redline is 25.
- **MOSOVO ARMS Outstanding** - **not met.** As of 5 January 2023, 29 visits were outstanding Vs 58 at the time of the last FPB (29 fewer). The Redline is 25.

5.2 – How We Work – GOOD

KPIs

- **Increased volumes** of **Quality of Investigation audits.** Average of 527 audits per month January to March 2023; this is 3 more than the average for the same period in 2021 (524 per month).
  - **CAP Present** - 88.7% January to March 2023, **stable** on 88.8% for the same period in 2022.
  - **CAP Quality** (% sufficient quality or above) – 97.6% for January to March 2023, an **improvement** on 96.3% in 2022.
- **File Quality (as of March 2023): NGAP submitted to CPS - 73.3%,** just below the target of 75%, but above the National Average (63.3%)
- **Disclosure Compliance Rate** was **worse** in March 2023 compared to March 2022: 29.8% v. 35.0%, a fall of 5.2% points. This is also a slight deterioration from the position at the last FPB in December 2022 (30.8%).
- **Improving Crime Conversion rate:** 62.0% March 2023, compared to 61.2% in the last FPB (December 2022). This is a drop from 65.7% March 2022.
- **Deteriorating numbers of Domestic Violence Prevention Orders (DVPOs)** compared January to March last year (29 total in 2023 v. 60 in 2022).

Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met**. 2022/23 provisional outturn, £0.116m forecast overspend, which is 0.03% of total Force budget.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Met**: 93.1% (February 2023). This is above the 80% target and is an **improvement** on the 85.7% in the last FPB (December 2022).

5.3 – Our People – GOOD

KPIs

- **Decrease** in level of **Officer sickness (days lost per person)** compared to previous year. January to March 2023: **2.23 days per officer** (2.25 in 2022).
- **Decrease** in level of **Staff & PCSO sickness (days lost per person)** compared to previous year. January to March 2023: **2.26 days per person.** (3.0 in 2022).
- **Decrease in outstanding officer return to work interviews:** 48 over 2 days overdue (compared to 130 December 2022).
- **Decrease in outstanding police staff return to work interviews:** 41 over 2 days overdue (compared to 48 December 2022).
- **Improving PDR completion rates:** 95.8% as of end March 2023, compared to 94.4% in December 2022.
- **Improving trend in proportion of female police officers as of end March 2023** (37.1%).
- **Stable trend in numbers and % of Ethnic Minority officers:** 4.1% of all officers in 2023, 0.1% less than 2022. The number of Ethnic Minority officers increased to 156 in March 2023, from 12 in 2022.

Redlines

- **PRIMARY REDLINE MEASURE 1: Absenteeism of officers v. MSG average.** Below the MSG average: 4.0% of contracted hours lost in March 2022 v. MSG average of 4.4%. Essex was 4th in its MSG.
- **PRIMARY REDLINE MEASURE 2: Absenteeism of staffs v. MSG average.** Above the MSG average but within one standard deviation (which is not statistically significant). 4.8% of contracted hours lost in March 2022 v. MSG average of 4.5%. Essex is 5th in its MSG.

5.4 – Community Focus – REQUIRES IMPROVEMENT

KPIs

- **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'. 47% in the 12 months to March 2023, compared to 54% in the 12 months to March 2022.
- **Improving 999 abandonment rates** (average 1.7% January to March 2023 v. 1.8% January to March 2022). **Stable 999 wait times** (average 9 seconds January to March 2023, the same as 2021).
- **Deteriorating FCR 101 abandonment rates** (average 33.2% January to March 2023 Vs. 11.8% January to March 2022). **Deteriorating FCR 101 wait times** (average 9 minutes and 56 seconds in January to March 2023, compared to 2 minutes and 27 seconds in 2022).
- **FCR 101 calls answered within 5 minutes deteriorated** from 72.7% in 2022 to 33.0% for January to March 2023. This is a very small increase from the 32.2% reported at the last FPB (December 2022).
- **Deteriorating Resolution Centre abandonment rates** (23.1% average in January to March 2023 compared to 10.4% average in 2022). This is a slight improvement on 24.3% last quarter. **Deteriorating Resolution Centre wait times** (22 minutes and 21 seconds January to March 2023 compared to 6 minutes and 30 seconds in 2022).
- **Improving use of Criminal Behaviour Orders (CBOs),** average 90 per month January to March 2023, compared to 87 in 2022.
- **Deteriorating trend for Community Protection Warnings (CPWs),** average 546 per month January to March 2023, compared to 748 in 2022.

Redlines
- **PRIMARY REDLINE: SMSR Survey Q13b. Declining confidence**: 74% for 12 months to March 2023 from 79% for the 12m to March 2022. Also, a further deterioration from the last FPB (75% December 2022).
- **Victim Care Contract (VCC) Compliance - Met** 99.1%. **Stable in victim satisfaction for their most recent experience**: decreased confidence: 48% for 12m to March 2023 from 47% for the 12m to March 2022 (Q40 SMSR). This is an improvement from 46.4% in the previous FPB (December 2022).
- **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