

Performance and Resources Scrutiny Programme 2023

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 18 of the “Rebalanced Scorecard” (the 30th 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 Tuesday 22 August 2023 and presented at the Force Performance and Leadership Forum on Thursday 5 October 2023.

The data review period for this cycle was April to June 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:** **ADEQUATE** → (stable trajectory)
- **Our People:** **GOOD** → (stable trajectory)
- **Community Focus:** **REQUIRES IMPROVEMENT** ↓ (downward trajectory)

There were no changes in the grades since the last cycle.

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 **316 more VWI offences** for the 12 months to June 2023 compared to the same period in 2022 (2,559 v. 2,243). However, **the Force solved 63 fewer offences in the three months to June 2023** compared to the same period the previous year (543 v. 606).

There has been **further improvement** in the Force's position since the last Force Performance Board for **the number of High Harm Offences per 1,000 pop.:** from 15.6 for the 12 months to March 2023 to 13.7 for the 12 months to June 2023. The MSG average is 16.8, meaning this Redline Measure is **met**.

There was a **further fall in the Emergency Response Grade of Service (G.O.S.):** from 74.1% for the 12 months to March 2023 to 73.3% in the 12 months to June 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 a slight **deterioration in the Emergency Allocation Times (Dispatch Compliance Rate)**: from 72.4% in March 2023, to 68.6% in June 2023 (the target is 80%). This Redline was also **not met**.

MOSOVO Outstanding visits Redline was **not met** and is **deteriorating**. As of 30 June 2023, 37 visits were outstanding; 20 were outstanding at the time of the last Force Performance Board. The Redline is 25 and there is an ambition to have fewer than 10 outstanding.

MOSOVO ARMS Outstanding Redline was **not met** and is **deteriorating**. As of 30 June 2023, 49 visits were outstanding; 29 were outstanding at the time of the last Force Performance Board. The Redline is 25 and there is an ambition to have fewer than 10 outstanding.

*The Primary Redline Measure (VWI solved volumes) was met but performance in relation to the other measures was mixed. The recent decline in VWI solved volumes was also noted. Accordingly, 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 of **Athena Compliance for Remand Files** was **met** for the 12 months to June 2023 (target of 80%). Compliance was at 96.0% in June 2023, an improvement from 93.1% reported in March 2023.

Forecast Outturn is met. Underspend on overall budget forecast at £0.024m (data to end June 2023). This equates to 2.4% 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. 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 has been a slight deterioration in **CPS measurement of Essex compliance** compared to the end of last quarter (from 72.8% in March 2023 to 70.8% in May 2023) but **Essex remains significantly above the national average** which is 58.9% for the 12 months to May 2023, this Redline is **met**.

Disclosure Compliance Rate was **worse** in June 2023 compared to June 2022: 20.8% v. 33.3%, a fall of 12.5% points. This is also a slight deterioration from the position at the last Force Performance Board in March 2023 (25.9%). 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.

*The Primary Redlines Measures were met, and most metrics are improving. In the Force Performance Board, there was a discussion as to whether this area should be graded at "Good"; it was noted that Disclosure (which remains at very low levels and was a determining factor as regards the final grade) was not an effective measure. Pending the review into the metrics used within the current strategic performance management framework (see section 9.0 below), however, **the grade for this quadrant remains at ADEQUATE.***

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 5th 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 April to June 2023 are lower than last year (1.93 days v. 2.14 days last year).

There was an **improvement in the sickness KPI for Staff and PCSOs**, sickness days lost per person April to June 2023 are lower than last year (1.95 days v. 2.0 days last year).

There was a **decrease in outstanding return to work interviews** 25 over 2 days overdue across Staff and Officers at the end of June 2023, compared to 54 at the end of March 2023.

A new measure for Rest Days in Lieu (RDIL) has been set up as of June 2023.

Average RDIL across the Force is 7 days per person as of 30 June 2023. The highest number of RDIL across commands is 85 days and the lowest number of RDIL is -8 days.

There was a slight deterioration in **PDR completion rate** (from 95.8% as of the end of March 2023 to 94.8% for June 2023) but **rates remain at high levels**.

The Primary Redlines are met, and all metrics are at a high level or are improving.

*Although PDR completion slightly deteriorated, it was noted that national feedback indicates that a completion rate over 90% is very high. A grade of Outstanding was considered but it was felt that sustained improvement and maintenance of **GOOD** was required before an upgrade should be awarded.*

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. **Confidence is still 9% higher when compared to the 12 months to December 2019** (the last full year before COVID 19 restrictions), when it was at 65%. This trend has been experienced nationally. YouGov polls and recently released national data from the Office of National Statistics (ONS) as part of the Crime Survey for England and Wales shows that nationally confidence in policing has deteriorated since the COVID restriction period.

There was a **deterioration** in **999 abandonment rates**: average 2.8% April to June 2023 v. 1.4% April to June 2022. **999 wait times were stable**: average 11 seconds April to June 2023, 2 seconds longer than April to June 2022.

Grade of Service for FCR 101 calls answered within 5 minutes was below the 90% target at 33.0% for the period April to June 2023. **The position has also deteriorated** from 60.4% for the same period the previous year, and stable with 33.0% reported at the last Force Performance Board (March 2023).

There was a **deterioration** in **FCR 101 abandonment rates**, from an average of 17.9% April to June last year, to 36.8% in 2023; 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 04:02 minutes in 2022, to 10:02 minutes April to June 2023.

There has been an improvement in **Resolution Centre KPIs** in April to June 2023. **The Abandonment Rate fell** to 19.5% this year, compared to 27.1% last year. There was also an **improvement** on the position in the last Force Performance Board (23.1% March 2023). The **Average Call Answer Time** was 18:07 minutes, compared to 25:43 minutes last year. This is an **improvement** on March 2023 (previous Force Performance Board), the average answer time was 22:21 minutes.

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

Due to the deterioration in the Primary Redline, and continuing performance concerns in some of the key performance measures within Contact Management Command, a grade of **REQUIRES IMPROVEMENT** was agreed.

4.0 Introduction/Background

Essex Police use the “Balanced Scorecard” (BSC) strategic performance management framework to assess its own performance. Grades are provided at command and Force-level for each of the four BSC areas:

1. **Keeping People Safe**
2. **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 June 2023.

5.1 – Keeping People Safe – ADEQUATE

KPIs

- **Stable volumes** of Organised Crime Group (OCG) disruptions: 110 from April to June 2023 inclusive compared with the same volume (110) in the same months in 2022.
- **Increase** in **Stop & Search**: 87 more Stops in April to June 2023 than the same period last year (4,351 v. 4,264), and 4,530 fewer Stops than 2020 (8,881).
- **Decrease in confidence that EP 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).
- **Decreasing trend in days taken to investigate DA** offences (33.7 day ave. for April to June 2023 v. 36.5 day ave. for same period in 2022).

- **Increasing** trend in days taken to investigate High Harm offences (53.9 day ave. for April to June 2023 v. 45.5 day ave. for same period in 2022).
Decreasing trend in the volume of outcomes 14 and 16 (victims do not support) for DA; 1,180 offences per month ave. April to June 2023 v. 1,294 for the same period in 2022.
- **Decreasing** trend in the volume of outcomes 14 and 16 (victims do not support) in High Harm offences; 751 offences per month ave. for April to June 2023 v. 857 for same period in 2022.
- **Stable** trend for KSI collisions, average of 66 each month for April to June 2023, v. 71 in 2022. (Higher than 2020, average 55 per month).
- **Decreasing** trend for Drink driving offences; 310 total April to June 2023 v. 351 in the same period in 2022. There is no evidence to suggest a decrease in offences, so this indicates a drop in police proactivity.
- **Decreasing** trend in Drug Driving offences; 225 total in April to June 2023 v. 200 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 offences - Met.** 316 more VWI offences solved for the 12 months to June 2023 compared to the same period in 22 (2,559 v. 2,243). 63 less offences solved in the 3-month period of April to June 2023 v. the same period the previous year (543 v. 606).
- **High Harm Offences per 1,000 – Met. Further Improvement** on position in last Force Performance Board from 15.6 to 13.7 for the 12m to June 2023. MSG average is 16.8.
- **Emergency Response Times GOS – Not Met.** Below the 80% target at 73.8% for 12m to June 2023, a further Deterioration from 12-month position in last Force Performance Board (74.1%). Also, lower than the 12 months to March 2022 (77.1%).
- **Emergency Allocation Times (Dispatch Compliance Rate)- Not Met.** Below the 80.0% target at 69.7% for June 2023, a **deterioration** from position in last Force Performance Board (72.4%). Also, lower than 12 months to June 2022 (73.0%).

- **High Harm Victim Care Contract Compliance – Met.** 98.8% in June 2023. An **improvement** from June 2022 (94.2%).
- **Risk Register Scores Above 75 – Met.** No items (no change).
HMICFRS Effectiveness Inspection Grading – Met (Good).
- **MOSOVO Outstanding visits – Not Met.** As of 30 June 23, 37 visits were outstanding v. 20 at the time of the last Force Performance Board (17 more this Force Performance Board). The Redline is 25.
- **MOSOVO ARMS Outstanding - Not Met.** As of 30 June 23, 49 visits were outstanding v. 29 at the time of the last Force Performance Board (20 more). The Redline is 25.

5.2 – How We Work – ADEQUATE

KPIs

- **Decreased volumes of Quality of Investigation audits**, average audits per month April to June 2023 (491 per month) 11 less than the average for the same period in 2022 (502 per month).
 - Case Action Plan (CAP) Present - 92.6% April to June 2023, **improvement** on 89.3% for the same period in 2022.
 - CAP Quality (% sufficient quality or above) – 94.9% for April to June 2023, a **deterioration** on 95.3% in 2022.
- **File Quality (as of June 2023) – target of 75% for Not Guilty Anticipated Plea (NGAP): Not Met.** Deterioration to **30.6%** (it was 52.4% at the last Force Performance Board – February 2023)
- **Deteriorating Crime Conversion rate:** 55.8% June 2023, compared to 61.7% in the last Force Performance Board (March 2023). This is a drop from 66.9% in June 2022.
- **Deteriorating numbers of Domestic Violence Prevention Orders (DVPOs)** compared April to June last year (16 total in 2023 v. 53 in 2022).

Redlines

- **PRIMARY REDLINE 1: Financial Outturn - Met.** As of the end of June 2023, £0.024m forecast underspend, which is 2.4% of total Force budget.
- **PRIMARY REDLINE 2: Athena Compliance for Remand Files - Met:** 96.0% (June 2023). This is above the 80% target and is an improvement on the 93.1% in the last Force Performance Board (February 2023).

5.3 – Our People – GOOD

KPIs

- **Decrease** in level of **Officer sickness (days lost per person)** compared to previous year. April to June 2023, **1.93 days per officer** (2.14 in 2022).
- **Decrease** in level of **Staff & PCSO sickness (days lost per person)** compared to previous year. April to June 2023, **1.95 days per person.** (2.0 in 2022).
- **Increase in outstanding officer return to work interviews** 64 over 2 days overdue (compared to 54 March 2023).
- **Decrease in outstanding police staff return to work interviews** 25 over 2 days overdue (compared to 41 in March 2023); including 12 in Contact Management.
- **High level of PDR completion** – 94.8% as of end June 2023 (95.8% in March 2023).
- **Improving trend in proportion of female police officers as of end June 2023** (around 37.0%).
- **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 has increased to 153 in March 2023, from 148 in 2022.

Redlines

- **PRIMARY REDLINE MEASURE 1: Absenteeism of officers v. MSG average - Met.** Deterioration compared to 12 months to March 2021 (3.0% of contracted hours lost in March 2021 to 4.0% in March 2022). MSG average is 4.4%, Essex is 4th in its 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 4.8% in March 2022). MSG average is 4.5%, Essex is 5th in its MSG.

5.4 – Community Focus – REQUIRES IMPROVEMENT

KPIs

- **SMSR Survey Q13b. Declining confidence:** 74.0% for 12 months to March 2023 from 79% for the 12m to March 2022.
- **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.
- **Deteriorating 999 abandonment rates** (average 2.8% April to June 2023 v. 1.4% April to June 2022). **Stable 999 wait times** (average 11 seconds April to June 2023, 2 seconds longer than April to June 2022).
- **Deteriorating FCR 101 abandonment rates** (average 36.8% April to June 2023 v. 17.9% April to June 2022). **Deteriorating FCR 101 wait times** (average 10 minutes and 02 seconds in April to June 2023, compared to 4 minutes and 02 seconds in April to June 2022).
- **FCR 101 calls answered within 5 minutes has deteriorated** from 60.4% in April to June 2022 to 33.0% for April to June 2022 (which is the same as the last Force Performance Board).
- **Improving Resolution Centre abandonment rates** (19.5% average in April to June 2023 compared to 27.1% average in April to June 2022) this is an improvement on 23.1% last quarter. **Improving Resolution Centre wait times** (18 minutes and 07 seconds April to June 2023 compared to 25 minutes and 43 seconds in April to June 2022).
- **Improving use of Criminal Behaviour Orders (CBOs)**, average 100 per month April to June 2023, compared to 82 in April to June 2022.

- **Deteriorating** trend for **Community Protection Warnings (CPWs)**, average 540 per month April to June 2023, compared to 678 in April to June 2022.

Redlines

- **Victim Care Contract (VCC) Compliance - Met 98.7%. 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 Force Performance Board (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 chief officers and commands to identify new and insightful evidence-based metrics for every area of the business – see 9.0 below.

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.

APPENDIX ONE – Essex Police Rebalanced Scorecard Grades: Cycles 1 to 18

