



# ACPO Excellence in Policing Awards 2009

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**alexander**

Please use this form to submit your entry for the ACPO Excellence in Policing Awards 2009. Entries are invited from all UK police forces, multiple police organisations working collaboratively and in partnership.

The purpose of the Awards is to share effective practice to improve service to the public. By submitting this form you confirm your consent to it being published.

Submissions will be considered by a panel of representatives from at least two ACPO Business Areas, The Home Office, NPIA and the Awards sponsors who will be looking for evidence that the project or initiative:

- addresses an identified need
- is innovative
- enhances service delivery (e.g. quality of service, efficiency, cost-effectiveness, productivity, performance)
- achieves results that are measurable and sustainable

Submissions are limited to a total of 1,000 words and must be forwarded by email to [awards@eip-conference.co.uk](mailto:awards@eip-conference.co.uk) by no later than 12 noon on Wednesday 12th August 2009. The organisers regret that late entries cannot be considered. The panel will choose four winning entries that best meet the above criteria. The winners will then be invited to showcase their initiative at the ACPO Excellence in Policing Conference on Tuesday 22 September 2009. Conference delegates will vote for the initiative that they consider most deserving of the overall Excellence in Policing Award 2009.

**Please complete all fields**

## SYNOPSIS OF PROJECT

**PROJECT TITLE:**

Operation Apex (Ambition for Policing in Essex)

**POLICE FORCE, ORGANISATION OR PARTNERSHIP:**

Essex Police

**INTRODUCTION**

*Please describe in no more than 200 words why the project was undertaken, how the need for it was identified and the results it was intended to achieve*

Operation APEX commenced in September 2008. It is a 3 to 5 year programme which aims to raise £27million to grow the police officer establishment by 600. APEX was undertaken to support the Chief Constable and Authority vision to provide the best possible policing services for the diverse communities of Essex. The result of the Essex Police Authority 2008 community consultation confirmed the public's number one priority for more police officers. In the same year, Essex County Council carried out a budget consultation campaign - 'My Cash, My Call'. Residents were asked to 'tell us where you think we should spend your money next year'. "Making Communities Safer" was the number one priority for Essex residents, ahead of Education, Health, Transport and supporting vulnerable people. The expected outcomes of APEX include greater public trust and confidence in Essex Police, greater police officer visibility on the streets, lower crime and reduced risk of being a victim of crime, lower level of ASB incidents and releasing more time for quality and personal service. A further aim is to increase the number of female and black and minority ethnic police officers.

## **WHAT WE DID**

*Please describe in no more than 200 words how working practices have changed or developed to achieve the intended results*

APEX has developed a philosophy in Essex Police of 'doing business differently'. The pervading culture of challenge has driven a forensic examination of the budget and all resources – "What if this was my money, or my business?" This exists, not just at senior level, but throughout the organisation. This is illustrated by the work of the Staff Focus Group whose innovative money saving ideas have led to reviews which are likely to accrue savings in excess of £1million. The Focus Group identified things that Essex Police could 'start, stop, reduce or sell' to save money or generate income. Reviews have been conducted in a number of areas such as desk top printers, hospitality and accommodation, meeting venues and energy costs.

Since the launch of APEX in September 2008, £7.8million of recurring funding has been secured and 221 additional police officers have been recruited. This significant growth in numbers has enhanced the force's ability to make neighbourhoods even safer and also increased capability within 'protective service' areas. One collaborative innovation is the creation of a dedicated team of police officers to police the A12 (one of the country's busiest trunk roads), working with partners to reduce collisions and congestion.

## **WHAT IT INVOLVED**

*Please describe the key elements of the project in no more than 200 words. Where new investment was required an indication of the cost or other resources used should be included*

APEX is a complex programme which involves numerous strands of work is managed by the APEX Project Team. The team consists of a Director, Programme Manager, project support and specialists in HR and Finance at an annual investment of £500k. The Programme is supported by PRINCE2 methodology, and the team report progress to the APEX Programme Board which is chaired by the Deputy Chief Constable every six weeks.

Key elements of APEX include:

- Non-pay budget reviews
- Collaborative savings – Kent Police, Eastern Region and Essex County Council
- Process review and workforce mix
- Lead Force initiatives
- Income reviews – partnership funding

## **WHAT IMPACT IT HAD**

*Please describe in no more than 200 words the measures used to assess the impact of the programme, the results obtained and how it will be sustained*

The expected outcomes of APEX include greater public trust and confidence in Essex Police, greater police officer visibility on the streets, lower crime and reduced risk of being a victim of crime, lower level of ASB incidents and releasing more time for quality and personal service.

Results - 11 months on:

- £7.8million and 221 police officers recruited - the majority are patrolling on foot/cycle, having a positive effect on the confidence of local people in Essex Police.
- Confidence measure – the latest figures to March 2009 shows that Essex Police has improved in all 10 areas. Our national position has risen from 30th to 9th for the single confidence indicator (SPI 2.2) we have hit 52.5% (2009/10 target is 51%).
- Crime has fallen by more than 7% in 12 months – almost 3,000 fewer victims.
- ASB has fallen by almost 400 incidents when compared with the same period last year.

These results can and will be sustained as the savings raised to fund the rise in officer numbers is recurrent. In fact, Essex Police can expect to see further improved service and performance as the aim of APEX is to increase the establishment to 4,000.

## LESSONS LEARNED

*Please describe in no more than 200 words any lessons learned by implementing the project and any factors which are critical to its success*

Throughout APEX Essex Police has learnt the true value of challenging the status quo. We are prepared to dig deeper than most and we now know and understand all of the 'dials' relating to cost and efficiency as well as those relating to performance. For example, we embarked on a budget benchmarking exercise with other police forces to compare data on a granular level. We developed a database with Kent Police which when populated highlighted some major differences in spend that could not immediately be explained. This work initiated reviews which have contributed towards the success of the programme.

Any organisation wishing to achieve the kind of results achieved by APEX need an aspirational target that they believe in, however they will only succeed if they have strong leadership, a clear vision and an ambition to succeed.

## CONTACT

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Please check this box to confirm that you agree to your entry being published or featured in Police Professional Magazine, on the EIP Website and by any other means deemed appropriate by the EIP planning team for the overall benefit of policing.

Please check this box if you would like to enter this project for the ACPO Excellence in Policing Awards 2009. NB. This box should only be checked if you are agreeable to making a short presentation about the project at the ACPO Excellence in Policing Conference on Tuesday 22 September 2009.

Entries for the Excellence in Policing Awards must be authorised by an officer of ACPO rank or police staff equivalent. Please enter the name of the authorising officer below:

Entry authorised by:  
T/Chief Constable Andy BLISS

Date:

10<sup>th</sup> August '09