



Crime Reduction & Community Safety Group

Tilley Awards 2007

Application form

Please ensure that you have read the guidance before completing this form. ***By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the guidance.*** Please complete the following form in full, within the stated word limit and ensuring the file size is no more than 1MB. Failure to do so will result in your entry being rejected from the competition.

Completed application forms should be e-mailed to tilleyawards07@homeoffice.gsi.gov.uk

All entries must be received by noon on **Friday 27th April 2007**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811. Any queries regarding publicity of the awards should be directed to Chaz Akoshile on 0207 035 1589.

Section 1: Details of application

Title of the project: Joint Problem Solving in South Lanarkshire

Name of force/agency/CDRP/CSP: Strathclyde Police

Name of one contact person with position and/or rank (this should be one of the authors):

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The Government Office area you are located:

Scotland

Name of endorsing senior representatives(s):

Timothy Love

Name of organisation, position and/or rank of endorsing senior representatives(s):

Strathclyde Police / Divisional Commander / Chief Superintendent

Full address of endorsing senior representatives(s):

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Please tick box to indicate that all organisations involved in the project have been notified of this entry (this is to prevent duplicate entries of the same project):



Section 2: Summary of application

In no more than 400 words please use this space to describe your project (see guidance for more information).

South Lanarkshire covers 1772 square kilometers and has an estimated population of 306,280 people (2005 mid year estimate). It is the fifth largest Local Authority in Scotland and encompasses a diverse mix of urban and rural environments. Since 2002 a 'problem solving' approach has been adopted by service providers to tackle the underlying causes that relate to crime and anti-social behaviour.

'Joint Problem Solving in South Lanarkshire' is not just a short term project or a policing operation. It is instead a tried and tested 'working model' that brings various agencies together at a local level to identify the extent and nature of crime and anti-social behaviour and to develop and implement appropriate responses to address the problems. This multi-agency approach has ensured that there is a long term commitment for all partner agencies to work together in a systematic and focused way. It has also seen the development of joint service delivery between partners and has resulted in the establishment of a robust structure for problem solving based on well defined processes and procedures.

A formal protocol to share information between the Police and Local Authority has been developed and the police regularly provide Strategic and Tactical Assessments to assist the problem solving process. The sharing of information, regular communication, creativity and innovation and the creation of effective working partnerships have been the key to the success of Joint Problem Solving in South Lanarkshire. Authority wide initiatives have been devised and coordinated by the Joint Problem Solving Unit and initiatives such as their Youth Alcohol Strategy have already been replicated by other Police Divisions / Forces and Local Authorities.

The Community Planning Partnership in South Lanarkshire fully support the 'Joint Problem Solving' process and agencies including Strathclyde Police, South Lanarkshire Council, Glasgow and Lanarkshire Health Boards, the Procurator Fiscal Service, Communities Scotland and Strathclyde Fire and Rescue are all represented. The work undertaken to date is hailed both locally and nationally as a blueprint for solving problems and creating long term sustainability.

Joint Problem Solving in South Lanarkshire has achieved the following awards:

- Strathclyde Police Excellence Award 2006 - Customer Focus category.
- COSLA Excellence Award 2007 - special award 'in recognition of the best all round team performance'
- COSLA Excellence Award 2007 - Silver - Advancing Community Well-being category.

(383 words)

Section 3: Description of project

Describe the project in no more than 4000 words (see guidance for more information in particular Section 7 - judging criteria).

Introduction

For many years, members of the public have had a clear expectation that the Police would respond to any request for attendance, even though that request may not have been directly related to a core policing function. As a public service, the Police have continued to respond to this expectation, but the more these demands are met, the higher public expectations have become. It was evident that this perpetuating cycle had to be broken to enable the Police to better manage their workload and have more time to tackle recurring community problems and serious crime.

The Joint Problem Solving approach acknowledges the fact that the Police cannot, in isolation, resolve all crime and anti-social problems in the community. Rather than dealing with the symptoms, the Police should be one partner in a multi-agency approach designed to tackle the underlying causes for crime and anti-social behaviour.

Agencies like Strathclyde Police, South Lanarkshire Council, Local Health Boards, the Procurator Fiscal Service, Communities Scotland and Fire and Rescue are often involved in dealing with interrelated problems. Joint Problem Solving is used to address complex community-wide issues as well as tackling specific and recurring crimes, whether in partnership or in isolation. The Community Planning Partnership, which involves Strathclyde Police and South Lanarkshire Council as key partners, is now well established.

In 2002 the Police Divisional Commander met with the Chief Executive of South Lanarkshire Council and both agreed to jointly undertake a 'problem solving' approach to tackle the underlying causes that relate to crime and anti-social behaviour. They agreed to tackle the issues through:

- Enforcement
- Prevention
- Diversion
and
- Education

A Strategic Steering Group was established to take forward the initiative which included representatives from all of the key agencies involved. In 2003 this group devolved the responsibility for operational problem solving to local geographic groups based in:

- Clydesdale
- East Kilbride
- Hamilton
- Larkhall
- Blantyre
and
- Rutherglen / Cambuslang.

In 2004 a Joint Problem Solving Unit (JPSU) was established to manage the day to day operational management of Problem Solving and to work together with the already established Police Problem Solving Unit. The JPSU's key role is to support the Local Area Problem Solving Groups and to task and co-ordinate 38 Community Wardens, 6 Anti-Social Investigation Officers and 2 Mediators who are all employees of South Lanarkshire Council.

In March 2004 the Divisional Commander and Chief Executive agreed on and signed a Joint Information Sharing Protocol to assist with the tackling of anti-social behaviour. The police regularly provide Strategic and Tactical Assessments to assist the problem solving process internally within the police and externally with partners in South Lanarkshire Council. The sharing of information, regular communication, creativity and innovation and the creation of effective working partnerships have been the key to the success of Joint Problem Solving in South Lanarkshire.

The development of Joint Problem Solving continues to grow and there are numerous examples of highly successful joint initiatives that have been run throughout the Local Authority Area. The sharing of information and intelligence is to progress further with the development of 'Caseworks', a case management software product that is to be used jointly by the Police and the Council. The positive effects of Joint Problem Solving is now being realised by way of 'Quality of Life' surveys commissioned by the South Lanarkshire Community Planning Partnership. These surveys are an effective gauge of the perceptions of the general public ... Problem Solving is after all a long term commitment.

Project Identification

For many years perceptions have existed within the Police in South Lanarkshire that community needs and expectations were not being as effectively addressed and managed as they could be. Despite excellent work being carried out by individual agencies demand for services continue to increase year on year indicating a lack of sustainable benefit. A Problem Solving Policing pilot, established across South Lanarkshire during 2002, set the scene as an innovative way in which to tackle community concerns and problems using the SARA problem solving model. The further and ongoing development of this approach is based upon:

- more effective joint partnership working
- the sharing of information
- more co-ordinated service delivery
and
- greater responsiveness to community concerns.

South Lanarkshire Community Planning Partnership use a variety of external and internal consultation measures including:

- a robust Citizen's Panel (which surveyed over 1700 residents across South Lanarkshire)
- Neighbourhood Management Surveys
and
- have employed FMR Research Ltd to carry out research throughout South Lanarkshire to inform Neighbourhood Management Plans.

Communities universally asked for more High Visibility Policing (748 responses), Anti-Social Behaviour (542 responses), Responding to 999 calls (529 responses) and Violent Crime (515 responses) to be more effectively tackled. The Police and Council carried out more detailed analysis of calls received / crimes reported and identified through analysis, Problem Profiles for areas throughout South Lanarkshire. This was again highlighted through selected Neighbourhood Management Surveys carried out during April – June 2005

With an overall aim to improve joint working between partners and to provide more visible and accessible policing services in line with the Force's Operational Strategies, the following objectives were jointly set by the Police and South Lanarkshire Council.

Objectives

- To reduce the demand placed on operational police patrol officers
 - Create Divisional Call Handling Unit by end of 2002 and reduce demand by 10% each year.
- Establishment of a Joint Problem Solving Unit (JPSU)
 - By end of 2004
- Establish an Information Sharing Protocol between Police and South Lanarkshire Council
 - By end of 2004 (and subject to 2 yearly periodic reviews)
- Produce an Anti -Social Behaviour Strategic Assessment
 - By end of 2004
- Improve Partnership and Joint Working
 - An on-going issue monitored through ASB Coordination Group
- Establish an Anti -Social Behaviour Baseline
 - By end of 2004
- Establish a geographic problem solving structure and processes
 - Creation of 6 local area multi-agency groups by end of 2004 (supported by a JPSU)
- Reduce Incidents of Disorder
 - In line with ASB Outcome Agreement
- Tackle incidents of Anti-Social Behaviour
 - In line with ASB Outcome Agreement
- Identify persons who cause the greatest concern within the local communities
 - On a monthly basis through a Police Tactical Assessment and other information sources.

Methodology

The Problem Solving Initiative has attracted high level support and interest from the Scottish Executive and other key strategic partners. In response to the objectives set the following actions were taken:

In March 2002 South Lanarkshire Police Division established a Call Handling Unit and a Police Problem Solving Unit. Their main functions are to :-

- Carry out a weekly survey of calls attended
- Manage non-attendant calls
- Provide advice and support to callers
- Identification of recurring problems
- Handle remote recording of crime
- Conduct quality control of calls received

Since their inception and through active problem solving these departments have repeatedly handled an increasing number of all calls received (10.6% during 2003/2004, 13.5% during 2004/05 and 14.1% during 2005/2006). This has in turn reduced demand on operational patrol officers from South Lanarkshire Police Division year on year.

The Police and Council developed a joint training programme which was delivered to over 800 Police and Council personnel, representing over 20 different services as well as the voluntary sector, to provide at all levels of both organisations an understanding of the 'Problem Solving' approach and to further encourage joint partnership working in the future. This training has repeatedly recorded high levels of satisfaction in relation to BENEFIT, UNDERSTANDING and RELEVANCE from participants and the training material is subject to constant review.

In March 2003 six Local Area Problem Solving Groups were formed which were supported by a Joint Problem Solving Unit (JPSU) to help manage and respond issues highlighted through community information and the Police Tactical Assessment. The unit also creates both 'area' and 'person' Problem Profiles which are issued to the Local Problem Solving Groups for action. This process has engendered an ethos of joint working which has rarely been seen elsewhere. It has also been successful in attracting external funding to tackle problems identified that would in the past have been seen as largely as a police problem. Recent examples include monies to tackle Youth / Alcohol, Vandalism and to commence work on developing a Community Safety Partnership - 'Public Reassurance' initiative.

In July 2003 the Police compiled their first 'Strategic Assessment of Anti-Social Behaviour' which clearly articulated the extent and nature of anti-social behaviour across South Lanarkshire. This assessment listed the **people** responsible and the **places** most affected by anti-social behaviour. Both the police and the council are committed to working in line with an 'Information Sharing Protocol' to ensure that critical information is shared correctly and in line with the National Intelligence Model. Sanitised E-Briefings are shared on a daily basis and prevailing problems and patterns are identified for action utilising the SARA (Scanning / Analysis / Response / Assessment) problem solving model. Analysts and police thereafter action plan to respond to particular issues which are tasked through the Divisional Tasking and Coordinating Group (T&CG) process and are included in the monthly 'Tactical Assessment'. Direct community engagement occurs on various levels including:

- Community Planning Partnership 'Community Engagement' events
- Community Police Officers / Council Wardens patrols (and by submission of Community Information Reports)
- 'ASB reporting' / 'Noise Annoys' hotlines
- Neighbourhood Management 'Open Minds' events.

This community engagement has highlighted some clear successes:

- Cairns: 88% described problems with vandalism as either being no problem (67%) or a minor problem (20%).
- Strutherhill: 85% described problems of Housebreaking as either no problem (56%) or a minor problem (29%)
- Hillhouse: 94% described problems with vandalism were either no problem (52%) or a minor problem (34%)

In 2004, the Police and South Lanarkshire Council produced a strategy which clearly outlines how the police and council will jointly tackle anti-social behaviour. The strategy is based on providing an integrated customer service approach to service planning, establishing a baseline of anti-social behaviour across South Lanarkshire and identifies the communities most affected. This robust structure for Joint Problem Solving in South Lanarkshire is ensuring effective partnership working for the future.

Interventions / Best Practice

The monitoring and review of results are coordinated through a variety of sources including:

- **Daily** – analysis of incidents reported by police Problem Solving with the assistance from Divisional Call Handling
- **Weekly** - South Lanarkshire Council Corporate Management Team meet regularly to monitor all council business including the activities of Joint Problem Solving and how each of the services impact on the process as a whole (Council Heads of Services).
- **Fortnightly** - monitoring by the Police Tasking and Coordination Group monitor Joint Problem Solving in line with Force and Divisional Control Strategies (Police Divisional Command Team).
- **Monthly** - assessment of each SARA process initiated by the Police is monitored and reviewed by Police Problem Solving and thereafter Joint Problem Solving (Police and JPSU staff)
- **Monthly** - Police Divisional Policy Group monitors performance on the objectives set (Police Division Command Team).
- **Monthly** - Community Warden Steering Group monitors and reviews daily activity and future planning in line with the Tactical Assessment (Warden Supervisors / Partners)
- **Monthly** - Anti-Social Behaviour Implementation Group (ASBIG) monitors the activities of the six Local Problem Solving Groups to ensure that actions are in line with the Anti-Social Behaviour Strategy, the Outcome Agreement and information contained in the Tactical Assessment (Heads of Council Services / Divisional Commander).
- **Monthly** - Local Area Problem Solving Groups monitor all local actions to ensure compliance with local objectives as agreed through ASBIG (JPSU staff)
- **Ongoing** - the Scottish Executive monitors all activities and funding associated with the tackling of Anti-Social Behaviour. The Joint Problem Solving process in South Lanarkshire is reviewed regularly and the structure has been hailed as a blueprint for future problem solving (various)
- **Ongoing** - South Lanarkshire Community Planning Partnership has a process in place that gauges public opinion on the provision of all services within the partnership. The use of various community consultation and engagement methods through the South Lanarkshire Citizens Panel, Neighbourhood Management Surveys and 'Open Minds' events has been key to the effective monitoring and review of the objectives set through the Joint Problem Solving process (South Lanarkshire Community Planning Partnership).

The initiative continues to develop systems and procedures to help 'join up' and improve service delivery and the robust monitoring and review of objectives set is essential to the projects overall success.

Improvements include:

- the incorporation of Neighbourhood Management Planning so that there is a more integrated customer driven approach
- a constantly reviewed Police Tactical Assessment that provided more 'predictive' data to help better identify emerging trends
- the introduction of a new Restorative Justice Team who work along with the Children's Panel to work with young offenders and outlines how they can make reparation for their misconduct
- the increased support to victims of Anti-Social Behaviour through the provision of a new dedicated service
- addressing wider Anti-Social Behaviour issues and empowering communities
- more Mediation Services staff to provide increased support to victims
- increased Anti-Social Investigation (405 cases investigated during 2004 – 2005)
- introduction of Noise Wardens and a 'Noise Annoys' Hotline in response to a 26% increase in noise complaints
- more structured use of ASBOs / Interim ASBOs / Repossession / ABCs / Parental Control Orders not to mention the development of a staged system of warning leading up to the enforcement stage
- Development of a Bonfire Initiative, School Patrols and further provision of diversionary projects and educational activities for communities which are supported by all partner agencies

During 2006 / 2007, monitoring of the Anti-Social Behaviour Outcome Agreement will remain a key focus as partner organisations in South Lanarkshire continue to improve the Problem Solving Process to focus its efforts on Vandalism, Youth Alcohol Issues and developing a 'Partnership', Public Reassurance model.

Evaluation

Review of Strathclyde Policing Model:

The aim of this review was to set out a background to the development of the Strathclyde Policing Model based on the National Intelligence Model (NIM) whilst incorporating a Problem Solving Policing approach. The process involved a literature review, a series of interviews and a briefing on key processes and was carried out by Corporate Planning and Development, Strathclyde Police Headquarters who provided recommendations and offered positive comments on the ongoing processes. Some of the findings included:

- evidence that Call Handling Units had made a difference by freeing up operational officers time and thereby reducing demand.
- that there are clear benefits for police divisions like South Lanarkshire which are co-terminus with the Local Authority in terms of Problem Solving.
- divisions piloting a more problem solving approach demonstrated the value of less prescriptive methods to take account of the particular stakeholders and communities involved in delivering 'Problem Solving'
- the problem solving concept had been properly developed and was working well.

It was identified that “ ... *the force is now on track to deliver a comprehensive and robust, yet where necessary, flexible approach. This is a significant achievement and on which puts the force at the forefront in Scotland...*”

Graduate School of Business, University of Strathclyde (2003)

This was an independent review of Joint Problem Solving processes and included:

- evaluation to ensure the project was achieving its aims and objectives
- an examination of the structures and processes required by Problem Solving
- ensuring that training provided was effective and sufficient
- a review of the pilot's marketing and its effect on the target audience

This review highlighted that problem solving had been implemented with enthusiasm and that there was no doubt that it would develop into an extremely valuable policing tool that could be of benefit in other areas of the force.

Craigforth Consultancy (2005):

Craigforth Consultancy, are commissioned to undertake 'Quality of Life' surveys throughout South Lanarkshire which measure public opinion across a wide variety of themes relating to the provision of service from all partner agencies. The most recent survey in January 2005 (which returned 1,394 responses, 72%) rated the police as either very good, good or OK, an increase of 27% on a previous 2002 survey.

Strathclyde Police Analyst Profiles (2005):

Problem Solving Area	Neighbourhood	Initiative	Baseline 01.01.03 31.11.03	Period 01.01.04 31.11.04	Period 01.01.05 31.11.05	% Reduction during initiative
Rutherglen/ Cambuslang	Cairns	Vandalism	21	51	25	50%
East Kilbride	Calderwood	Youth Disorder (disturbances)	355	239	226	36%
Blantyre	High Blantyre	Vandalism	131	174	128	26%
Larkhall	Strutherhill	Housebreaking	33	47	27	43%
Hamilton	Hillhouse	Vandalism	213	275	183	33%
Clydesdale	Carstairs Junction	Youth Disorder (complaints)	01.01.03 31.08.03	01.01.04 31.08.04	01.01.05 31.08.05	52%
			122	107	63	

Analyst Profiles and Neighbourhood Management Data both indicate downward trends in identified Problem Solving initiatives. Results from a forthcoming Quality of Life Survey are expected to reinforce this data.

Project Outcomes

ALL initial objectives have been met:

- To reduce the demand placed on operational police patrol officers.
 - Since the Police Call Handling Unit was established, demand on operational officers has reduced year on year, 2005/06 seeing 14.1% of calls received.

'Q' Div Incidents	2003/04	2004/05	2005/06
Total 'Q' Division		116,299	123,867
Of which by DCHU	(10.6%)	8,597 (13.5%)	8,776 (14.1%)

- Establishment of a Joint Problem Solving Unit.
 - Joint Problem Solving Unit was established in 2004.
- Establish Information Sharing Protocol between Police and South Lanarkshire Council
 - Established and subject to bi-annual review by both agencies
- Produce an Anti -Social Behaviour Strategic Assessment
 - Strategic and Tactical Assessments are now provided to facilitate and inform the Police, all Council departments and the Local Area Problem Solving Groups. An ASB Outcome agreement outlines this work further.
- Improve Partnership and Joint Working
 - There has been a marked increase in the number of initiatives that involve joint working and an increase in the number of partners involved. This continues to be the driving factor in South Lanarkshire.
- Establish an Anti -Social Behaviour Baseline
 - Baseline established and updated to assist Problem Solving Groups identify emerging priority areas for joint working
- Establish geographic problem solving structure and process
 - Six Local Area Problem Solving Groups have been established across the Division and are now operating effectively. The Joint Problem Solving Process is subject to periodic review in line with ASBIG requirements.
- Reduce incidents of disorder
 - Between 2003/2004 there was a 19.8% increase in pro-active Breach of the Peace reporting. This pro-activity has contributed to an overall reduction in reported incidents of Vandalism and Disorder across South Lanarkshire Division over the same time period. In 05/06 this pro-activity increased to 21%, leading to parity in Disturbance calls and a 27% reduction in reported Vandalism from 04/05.
- Tackle incidents of Anti-Social Behaviour
- Identify persons who cause the greatest concern within the local communities.
 - 47 ASBO's have been effectively sought across the division. Of these 4 have been breached with 2 evictions taking place. To date 42 warning letters, which precede the issuing of an ASBO, have been issued and have served as an effective deterrent. 43 individuals have agreed to sign Acceptable Behaviour Contracts (ABC's) as an alternative to an ASBO being applied for.

In addition, a number of highly successful initiatives have been rolled out throughout South Lanarkshire including:

- 'School Holiday Initiative' which saw a programme of Police / Community Warden school visits ... during 2006 this action resulted in a 40% reduction (from 139 to 56 Vandalism incidents) which equated to a total reduction in repair costs of £17,000 (£10,000 less than the previous summer).
- Joint Problem Solving 'Bonfire' Initiatives where Strathclyde Fire and Rescue recorded 50% fewer calls (18 compared to 32) during the 2 weeks before Guy Fawkes Night (2006). 42 potentially dangerous bonfires were also dismantled and removed.
- the 'Fairhill Initiative' which assisted local residents who were plagued by a gang of youths repeatedly causing ASB. A partnership was formed who identified, through joint information and intelligence gathering, a

gang of 10 youths responsible for street drinking offences, vandalisms, assaults, robberies, drug offences and other intimidating behaviour. Cases were fast tracked through the 'Youth Court' where Restriction of Liberty Orders (tagging) were sought for the offenders. The gang were charged with committing 149 offences, many of them very serious. Following joint action these figures dropped considerably to 321 (35% [from 491]) incidents, 109 (57% [from 256]) crimes and 71 (43% [from 124]) for ASB incidents.

The false economy of a single service response to community issues has long since been established and led in part to the establishment of the Joint Problem Solving approach. Cross service mainstream spend and resource allocation, targeted at specific problems or issues, is far more likely to bring about a permanent resolution to community need. One of the great outcomes of this approach is the avoidance of duplication, both for communities used to seeing problems addressed by single service providers re-emerge after a short period of time and for service providers avoiding wasteful resource allocation tackling the same problems over and over again. This reduction in additional spend and resource use, frees up money, time and expertise which can now be targeted on other areas of priority by all service providers.

The service providers involved in Joint Problem Solving share the same aims and outcomes; centrally through agreed Anti Social Behaviour Outcome Agreements and locally through joint work carried out by the six Local Area Problem Solving Groups. Again this gives the huge advantage of avoiding service duplication by separate partners working independently on the same issues. In addition, at each six weekly meeting of the Local Area Problem Solving Groups, the effective measurement and evaluation of actions towards expected outcomes allows for the adjustment of service provision and spend as required. This in turn allows the Joint Problem Solving Unit to maximize the combined service output whilst reducing demand on available resources.

The effectiveness of the Joint Problem Solving approach in terms of pure statistics has been outlined previously. This does not give a full and true reflection on how effective the local communities now perceive service provision. This can be evidenced through the findings of bi-annual 'Quality of Life' surveys which provide a positive measure of the effectiveness of all the service providers involved.

In 2002, before Joint Problem Solving was fully established, the 'Quality of Life' survey found that only 45% of the public rated the Police as either very good, good or ok. Two years of Joint Problem Solving activity followed before the 2004 'Quality of Life' survey was carried out across South Lanarkshire by Craigforth Consultancy. This survey highlighted that 72% of respondees rated the Police as either very good, good or ok, a significant increase.

(3,805 words)

Section 4: Endorsement by Senior Representative

Copy of letter from endorsing representative:

23th April 2007

Your Ref:

Our Ref: Q/TL/Q1/JMcL

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Dear Mr Blackwell

Tilley Awards 2007 – Joint Problem Solving in South Lanarkshire

I refer to the attached entry to the Home Office, Crime Reduction and Community Safety Group, Tilley Awards 2007 and I am pleased to offer my own personal endorsement of this application.

‘Joint Problem Solving in South Lanarkshire’ has developed and grown over the years to become a sound and effective model to tackle the underlying causes for crime and anti-social behaviour in the communities across South Lanarkshire. It is an excellent example of true and effective partnership working and is regarded both locally and nationally as a method for solving problems and creating long term sustainability.

I trust you find the foregoing to be of assistance and I wish you well in the judging process.

Yours sincerely

Timothy Love
Divisional Commander

Checklist for Applicants:

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public?
7. Have you saved you application form as a PDF attachment and entitled your message 'Entry for Tilley Awards 2007' before emailing it?

Once you are satisfied that you have completed your application form in full please email it to Tilleyawards07@homeoffice.gsi.gov.uk. Two hard copies must also be posted to Alex Blackwell at Home Office, Effective Practice, Support & Communications Team, 6th Floor, Peel Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF.