



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: **Sefton Tower 2 Prolific Offender Team**

Name of force: **Merseyside Police**

Name of one contact person with position and/or rank (this should be one of the authors):
Chief Inspector Lawrence O'Donnell, Sefton BCU

Email address: **7518@merseyside.police.uk**

Full postal address: **Crosby Police Station
Alexandra Road
Crosby
Merseyside
L22 1RX**

Telephone number **07764 621441 and 0151 777 3077**

Fax number: **0151 777 3076**

If known please state in which Government Office area you are located e.g. Government Office North West, Government Office London etc: Government Office North West

Name of endorsing senior representatives(s): **1. Chief Superintendent Mark Matthews
2. Ronnie Murrell**

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

1. **Merseyside Police, Sefton BCU Area Commander.**
2. **Clinical Lead Sefton DAT**

Full address of endorsing senior representatives(s):

1. **Crosby Police Station**
Alexandra Road
Crosby
Merseyside
L22 1RX

2. **27 – 37 South Road**
Crosby
Merseyside
L22 5RF

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).

In 2003 '**Operation Tower**' became the first partnership programme to address Priority and other Prolific Offending in Merseyside.

As a programme 'Tower' prioritised its interventions to focus on Prolific and other Priority Offenders (PPO's) who primarily commit offences of robbery, burglary and auto-crime. In many cases their offending behaviour was intimately associated with chaotic drug use. The project offered a range of interventions, both supportive and punitive, designed to reduce the harm caused to the wider community as a result of their offending lifestyles. Through the support and supervision provided by Tower, the vast majority of PPO clients have either significantly reduced or stopped their previous patterns of offending, reduced, stabilized or stopped their drug use. As a result of this the wider impact their lifestyle has on the local community has also been reduced.

In 2006 the Tower partnership completed a comprehensive review and identified a need to build on previous successes by re-defining the roles of each of the partners. The close working relationships had developed into a joint responsibility for drug rehabilitation and client welfare, with Police and Probation staff becoming quasi-social workers, causing a confusion of roles/responsibilities with a resultant dilution of the enforcement capability of the programme.

Operation Tower 2 (T2) moved the agenda on. It saw the creation of a Joint Agency Group (JAG) as a governance structure that established clear agency focus, commonality and interagency boundaries. This has seen the Police & Probation concentrate on enforcement with clearly defined roles and responsibilities. Probation now takes the lead for the *Rehabilitate & Resettle* strand of the programme, freeing up the police to expand their primary role of enforcement.

Under the new model, DIP (Drug Intervention Programme) care co-ordinators are solely responsible for all treatment in close collaboration with the National Offender Manager (NOM). All partners are actively involved in the JAG process.

The partnership 'team' have introduced strong governance and performance management systems and

have run 'Induction Days' where all three organisations have met to identify good practice, highlight blockages and learn about their common and individual inter-agency drivers and each others working practices.

T2 has been identified as best practice throughout Merseyside, with outstanding results.

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**).*

Objectives of the project

In 2003 **Sefton Tower** was the first partnership PPO Team created on Merseyside.

In response to the 2004 Home Office PPO initiative and 2006 PPO Premium Service scheme, Tower evolved into Tower 2 (**T2**). The T2 partnership includes the police, probation, DIPS and numerous other agencies, who identify problem offenders and develop effective solutions.

T2 objectives are to concentrate on Persistent Offenders who both live and commit crime in the Sefton area (particularly high crime areas) concentrating on those offences that are of most concern and are the most debilitating for local communities.

Data mapping identified that the communities most under stress were almost exclusively in NRF Wards. As a result, addressing PPO's who repeatedly offend in these areas will start to narrow the gap between the prevalence of recorded crime in high-crime wards and the rest of Sefton (*narrowing the justice gap*).

Definition and response to the problem

Tower 2 has produced a single coherent initiative that has three complementary strands to reduce crime by targeting those who offend most or otherwise cause most harm to their communities.

T2 focuses on the **Catch and Convict** (C&C) and **Rehabilitate and Resettle** (R&R) component of the overall approach (detailed below):

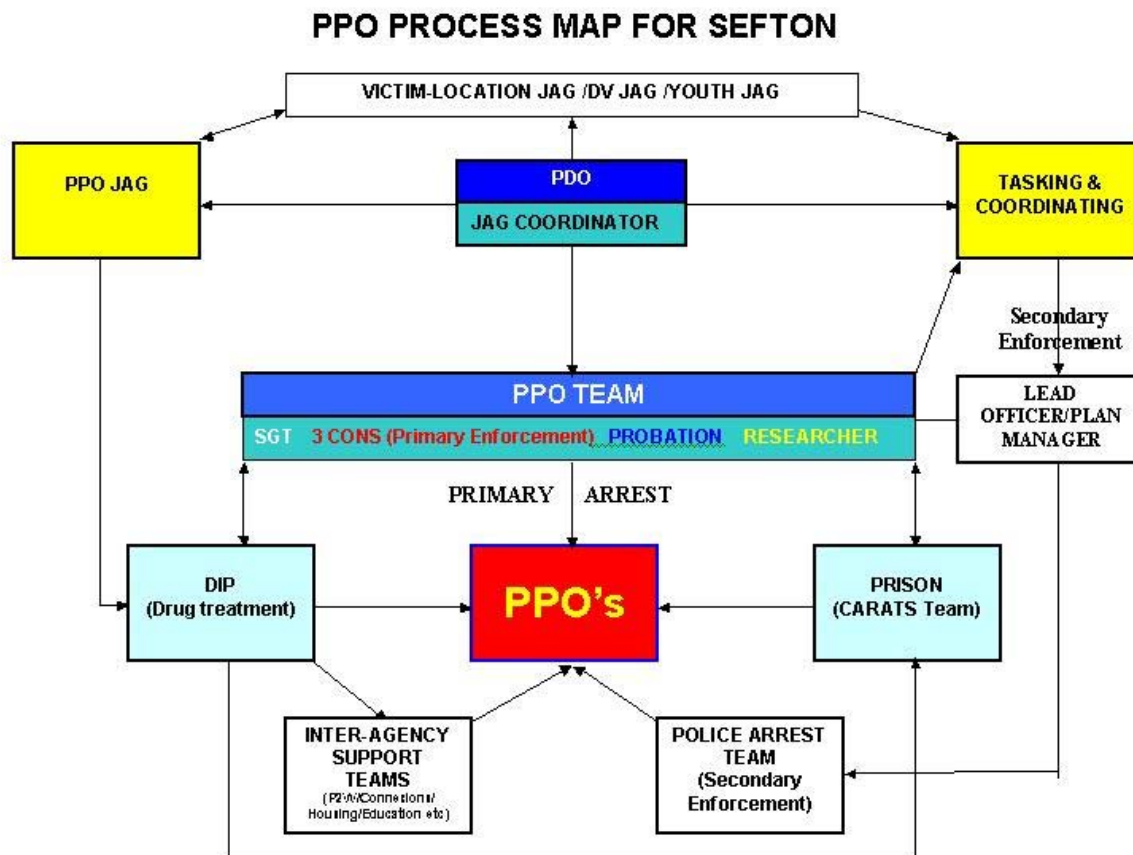
- Prevent and Deter (P&D) – Aiming to stop young people from engaging in offending behaviours and graduating to become the prolific offenders of the future.
- **Catch and Convict (C&C)** – Aiming to prevent PPO's from offending through apprehension and conviction and through licence enforcement, by ensuring a swift return to the courts for those PPO's continuing to offend. [Police and NOM].
- **Rehabilitate and Resettle (R&R)** – Aiming to rehabilitate PPO's who are in custody or serving community sentences, through closer working between all relevant agencies and continued post-sentence support. A wide range of supportive interventions are offered to PPO's through Probation, Prisons and DAT/DIP.

All partners involved in the **T2** Team are lead by the JAG (Joint Agency Group) Co-ordinator. Each strand is then lead by partner managers and the teams are made up as follows:

- C&C: - One Sergeant, three Constables, a researcher and administration support
- R&R lead: - Senior Probation Officer, one probation officer and one probation services officer.
- Within the R&R strand, the care plan for each PPO is delivered by a DIP manager and 4 DIP care co-ordinators with administration support and a Doctor whose experience and specific training is illicit-drug addiction focused.

The PPO governance group, made up of key managers from each partner agency, provides the strategic management and decision-making forum for the programme. It also provides links between the partner

agencies, including police, probation, Drugs Action Team, Drugs Intervention Programme, Prison, Courts, Council and CPS.



The Joint Agency Group (JAG) Co-coordinator also links into the Crime and Disorder Reduction Partnership (CDRP) and the Prevent and Deter Youth JAG, Anti-Social Behaviour JAG and Domestic Violence JAG.

T2 has achieved a 'virtual co-location' of Police, Probation and Care Coordinators managed through robust data sharing protocols and service level agreements.

It has strong performance management systems, running Induction Days where all key organisations come together to identify good practice, highlight blockages and learn about inter-agency drivers and each others working practices. All joint agency processes are agreed, process-mapped & distributed. Each agency within the partnership has adopted the responsibility for recording specific performance indicators, such as how many PPO become drug free, gain employment, get suitable accommodation, recalls to prison, arrests and re-offending in general.

Meetings structures include:

- Monthly first-line manager meetings to address daily working practices.
- Weekly team meetings to discuss and share information regarding each PPO
- Daily communication via email, phone and personal contact with critical information.

Performance and operational information is also fed to the fortnightly JAG meetings. Partners who attend the JAG include HM Prisons, Job Centre Plus, Connexions, YOT, Securicor, Lighthouse Project (CJIT), Probation, DIP, CPS, and Police. Any developments and progress are action planned, time scaled, tracked & reviewed, with the decision-making processes being clearly audited.

An automated PPO database identifies potential & current PPO's and gives a score that equates to a risk factor (likelihood of re-offending). The JAG Coordinator researches the individual against set criteria, which is tailored to Sefton's Control Strategy and local priorities. The process for nominating a PPO to Sefton works as follows:

On receipt of a nomination the JAG Coordinator researches the candidate's record, behaviour and risk against the PPO criteria and checks them against the Police database. This gives a numerical score of their conviction record, with weightings for crime types and the dates of the offences. All PPO nominations are discussed at the JAG, resulting in an overall agreement as to client suitability, set against specific lifestyle and offending criteria. All available information is considered, including offending scores, crime categories, anti-social behaviour, serial-offender status, victim vulnerability, community impact, substance dependency, mental health issues and partnership risk assessments (ASSET & OASYS scores & MAPPA evaluations). Although the offending score is an important factor, other issues often take precedence and a high or low score is not a prerequisite for acceptance/rejection. Once selected, each PPO is allocated a lead agency and plan manager. Once nominated, either the police or probation serve a letter on the PPO identifying their status and the scheme is explained to them. Once agreed as a PPO their status is identified nationally by the addition of an information technology marker on the Police National Computer.

The Tower probation officer is the lead *National Offender Manager* (NOM) for each PPO. In close collaboration with care co-ordinators, ranges of structured interventions are delivered by DIP. Interventions range from 'criminal sanctions' (using drug treatment and testing as part of bail and probation licensing conditions) as well as effective 'treatment' (on a voluntary and non-voluntary basis) that includes housing, drug and alcohol treatment, education and training.

The seconded probation officer with the **T2** team occupies the role of offender manager (OM) with ultimate responsibility to ensure all actions and outputs are achieved as part of risk management, supervision and treatment plans. The OM responsible for managing such cases provides information to the Courts by way of pre-sentence reports for each offender. This information will include an accurate assessment of risk of re-offending using the Home Office accredited risk assessment tool OASYS. The report will propose interventions to be completed under a **Tower 2** Order, which would include regular mandatory drug testing, attendance at a Home Office accredited group work programme for drug users and mandatory reporting instructions. For offenders who are sentenced to a period of custody, the OM will have oversight of the case during the custodial period and play a lead role in chairing sentence-planning meetings in the prison and preparing that offender for release.

Should the offender be released on licence or sentenced to a community order, the OM has a statutory duty to enforce the order should the offender fail to co-operate. For those released on licence swift recall action can be taken and the offender will be returned to prison should he/she fail to comply with licence conditions. The over-arching aim of probation involvement in the project is to ensure the effective management of risk of re-offending in the community, in order to increase public protection.

The police now concentrate on activities of primary enforcement. As a result there has been an increase in police arrests, completion of Target Profiles, CRASBO's, RIPA, Warrant & Source Handling applications. Tower also attends daily Police Intelligence briefings to identify possible PPO suspects against crime patterns. In the last 12 months the Tower police team have submitted 650 intelligence reports regarding PPO's as a result of information received from the partnership. The police and probation now also carry out joint home visits to ensure the client realises the degree of agency co-operation. **T2** has strong links with operational uniform and CID staff to ensure rapid arrest and compliance with Premium Service. The PPO scheme is fully integrated into the Police *Tasking & Co-coordinating* process and is fully *National Intelligence Model* compliant. Once nominated for *Catch & Convict* an offender profile is completed and allocated to a Plan Manager who co-ordinates and drives activities to target the individual by any lawful means. PPO's are tested for Class 'A' drugs under '*Test on Arrest Tough Choices*' following an arrest for a trigger offence or with an appropriate Inspector's authority. The police also ensure Premium Service throughout their investigation and nominate an experienced investigator to maximize TIC opportunities.

The prosecution file identifies PPO status and ensures that the CPS and courts are made aware if a PPO has refused to comply with the scheme. This process also ensures that the prosecution of the offender is prioritized to ensure that PPO's are fast-tracked through the criminal justice system.

T2 track court appearances and initiate secondary enforcement for non-compliance regarding any aspect of the PPO scheme e.g. positive drug testing, recidivism, breaches of bail, warrant & licence, and application for Tower bail conditions at court. Tower staff ensure that all vehicles associated with PPO's are entered on the Force *Automatic Number Plate Recognition* (ANPR) database. This provides intelligence on cross-border movements and the activities of PPO's across the county. Unlicensed and uninsured vehicles detected by ANPR are seized.

Tower 2 also have a Data Sharing Agreement with Sefton Security CCTV Unit which agrees the sharing of photographs of PPO's on the C&C strand with the CCTV operators, so that they may be pro-actively identified on the streets.

With the alignment of DIP as the treatment providers, Care Co-ordinators are solely responsible for all treatment. Care Co-ordinators carry out 'Needs Assessments' on all PPO's, irrespective of drug use, & refer them into health/welfare/liveability schemes. This has been widened to include 'Family Assessments' with the following benefits: -

- The family are likely to be victims of the PPO's behaviour themselves.
- Family members are often a valuable source of information regarding the PPO and can help to encourage them to address their offending behaviour.
- Providing support to the extended family assists PPO rehabilitation, building trust and encouraging PPO's to engage with treatment. This also provides support to the wider community.
- 'Family assessment' widens the JAG's remit to address issues such as '*Every Child Matters*'

Tower treatment staff also have strong links with other external agencies and make numerous referrals for PPO's to attend Stimulant services, Structured Day Programmes including the Independence Initiative or Huyton Alternatives, Prescribing, Counselling and other support services including housing and welfare rights advice, harm minimization advice, electro-stimulation therapy, acupuncture, reflexology, and mental health services. The PPO is also given benefit and welfare advice, and can be provided with financial support by way of a rent deposit scheme to assist them in gaining independent living accommodation or alternatively access to supported accommodation.

The care coordinators use the Drug Intervention Record (DIR) system, which ensures that meaningful data on the client is being recorded and monitored and assists the smooth transition of the client if they move area or are returned to custody so that there is a continuity of care. It ensures effective information sharing and communication between all the relevant partners within the criminal justice service.

The treatment strand of **Tower 2** aims to provide a Premium Service to those whose criminal activity is associated with drug use. The treatment strand of the PPO programme will accept all identified PPO referrals and offer a treatment regime based on National Treatment Agency (NTA) models of care.

Both Probation and DIP report on the extent of each PPO's drug use and indicate whether this is increasing or decreasing. This allows the JAG to judge known income against likely drug expenditure and assess the risk of crime. This impacts on the designation of the PPO's '*Catch & Convict*' and targeting status.

DIP staff also record clothing worn by PPO's and provide this information to the police to compare against suspect descriptions.

Effective links between Co-ordinators, Pathfinder, CARATS & Probation ensure a coordinated approach to the offender management of PPO's in custody. Exit strategies are planned for prisoners on release or

denomination from PPO status. Tower-Probation complete regular prison visits on PPO's with DIP care co-ordinators to prepare care plans and to build relationships prior to their release.

The alignment of Tower with DIP has also provided clear exit strategies for PPO's who are denominated from the scheme, as all PPO's are referred to voluntary DIP services by way of a three-way meeting to introduce the client from the current care coordinator to the new before denomination occurs. This has ensured continuity of care and stability for the PPO once they have left the scheme.

Evaluation of the Intervention

The focus of the partnership is to rehabilitate PPO's to a non-offending lifestyle through concerted, co-ordinated and sustained inter-agency attention.

Those that do not comply are targeted and imprisoned.

Reduced funding has been overcome by the alignment of DIP and the mainstream funding of resources. The evolution of Tower into **T2** was fundamental to this process.

The new model has brought additional resources from partner agencies, structured governance and a performance management framework with a rigorous enforcement focus towards non-compliance.

The outcomes associated with **T2** can be demonstrated below:

As of February 2007 there are:

- 54 PPO's in Sefton, of which 49 are adults
- 34 are in custody as a result of targeted interventions
- 20 are at liberty.

Of those at liberty

- 17 are accessing drug treatment

The effectiveness of the team is also highlighted in the three year PSA-1 crime reduction agreement. As of February 2007 data for Sefton indicates that:

- Robbery offences are down by 15.2%
- Burglary offences are down by 12.8%
- Theft of Motor Vehicle offences are down by 23.5%
- Theft from Motor Vehicle offences are down by 8.2%

Tower 2 has played a major role in reducing crime in Sefton. The real success of **Tower 2** is in the significantly reduced re-offending rates of the PPO population.

Performance Indicators have been developed in line with the Local Area Agreement. These require an annual 15% reduction in the number of convictions for the PPO population & offending rates for each PPO are re-assessed quarterly.

Baseline convictions over the 3-year period prior to PPO status have been calculated and quarterly figures for each offender extrapolated.

Statistics for the last 12-months show that Sefton has beaten its LAA target as follows:-

	CONVICTIONS	% BELOW BASELINE	% BELOW TARGET
1st quarter	Apr 06 -Jun 06	36%	25%
2nd quarter	Jul 06-Sep 06	54%	45.50%
3rd quarter	Oct 06-Dec 06	42%	32%
4th quarter	Jan 06 -Mar 06	47%	38%
Annual	Apr 06- Apr 07	45%	38%

Only 9 of 55 PPO's have exceeded their conviction target in the last nine months. All have been effectively targeted and only 3 of these are currently at liberty, being intensively supervised and managed. PPO's have been arrested 72 times in the last four months. Four of these arrests were recalls to prison, of which 3 were within the 48-hour target.

Tower-2 successfully attained all targets and was assessed as Green in the recent Government Office North West RAG Self-Assessment.

The Governance Group has also collated data on the Economic Costs associated with PPO crime and the impact of the PPO programme on offending.

The economic cost that can be directly attributed to Sefton PPO's based on known convictions is £257,000 a year. This rises to £2,570,000 per annum if, on average, they are convicted of one crime in ten they commit. Based on the falling number of convictions this equates to savings of over £300,000 a year if the 1-in-10 approximation applies. Work is underway to ascertain the conviction-to-offence ratio and equate the cost of the programme with the cost of crime.

Treatment outcomes for Sefton PPO's between 2006/7 are as follows:

There have been 35 new PPO's taken onto the official caseload of **T2** treatment via the DIR system. As a result **T2** Treatment contributes to Sefton DIP performance against National Compact Targets set by the Home Office and the National Treatment Agency (NTA). Sefton is currently Green on 4 out of 5 of these targets.

57% (20) have been or were retained in service for 12 weeks or more.

There were 19 case suspensions during the year due to:

- 17 returned to custody
- 1 moved away
- 1 went to detox,

but 7 were taken back onto the caseload before the year-end, leaving 13 suspended at the end of March 2007.

There were 18 closures in total during 06/07

- 4 care plan completes
- 6 transfers to other areas
- 2 closed as back in custody (Prison started a new DIR)
- 2 dropped out of services after being engaged
- 4 failed to engage

Clients who dropped out of treatment were targeting by the police.

Tower 2 clients have access to a Fast Track Clinic. In order to ensure Tower clients receive a 'premium service' Tower 2 Treatment runs a specialist prescribing clinic for clients with substance misuse problems. This ensures rapid access to treatment and access to a G.P at least once a week. For the 06/07 period 41 clients accessed Specialist Prescribing Drug Treatment via Tower 2 Fast Track Clinic. 26 of the 41 clients were new into service in 06/07 and 20 carried over from 05/06 period.

The average wait for treatment was 1. 2 days, which is extremely positive and is further evidence that Sefton PPOs are receiving 'premium service'.

100 % of adults entering treatment accessed the service in three weeks or less, which exceeds the National Treatment Agency target of 78%.

61 % of the episodes occurred for 12 weeks or more, which means that nearly two thirds of all clients who were receiving Tier 3 level Specialist Prescribing Drug Treatment were retained for a period of time that satisfies the NTA target for retention.

In total there were 38 discharges from Tier 3 level treatment:

- 42 % were discharged because they were referred on to other community prescribing services (this process of 'normalisation' and reintegration into community services is viewed as very positive).
- 8 % were discharged because they became drug free.
- 50 % of all discharges were planned discharges.
- 37% were discharged because they returned to Prison as a result of targeted interventions by the police *Catch & Convict* team
- 13 % dropped out of treatment / treatment was withdrawn. These individuals were actively targeted on *Catch & Convict* by the police.

Other recorded treatment activity:

- 5 clients gained employment in 06/07

Tower 2 treatment also made a number of other referrals to external agencies:

- 19 referrals were recorded to Specialist Drug Treatment services including Stimulant support, Structured Day Programme (Independence or Huyton Alternatives) Prescribing & Structured Counselling
- 24 referrals were recorded to other Structured Support including housing and welfare rights advice, harm minimization advice and electro-stimulation therapy

Tower has several received rewards in recognition of outstanding achievement, including:

Local Government Chronicle Awards

After nomination by the Sefton Council, Tower won the prestigious '**Sustainable Communities Award**', sponsored by the Deputy Prime Minister.

'Judges felt it stood out from all the others. They commented that it is a really imaginative project, supporting the most difficult of client groups, and the families and communities in which they live. It is

strong on partnership and has demonstrated a joined up approach, is clearly replicable and has already demonstrated considerable success.'

Tower was nominated for a **Criminal Justice Award** and received a **Certificate of Recognition** with the following citation;-

'For your professionalism and dedication whilst working at Sefton Tower, a joint agency team managing prolific and priority offenders, by supporting the most difficult of client groups, and the families and communities in which they live. For your contribution to the partnership working which has been replicated and demonstrated considerable success.'

Merseyside Police Team of the Year, awarded on recommendation from the Police Authority.

Sefton Police Team of the Year, this was awarded by the Command Team for '*outstanding multi-agency work with hard-to-reach offenders*'.

Recently the Assistant Chief Constable identified Tower as '*hugely impressive*' and has promoted the scheme as best practice across Merseyside.

Dave Fenney (Community Safety Manager) stated '*Reducing the harm associated with recidivism is an objective that is at the heart of the Safer and Stronger Communities Partnership. Sefton Tower is a partnership uniquely positioned to address and balance the very real needs of client along with those of the wider community*'

Future Targets & Goals

Future goals are based on the continued development of the project.

- NRF Funding is due to cease in 2008. All agencies will have to fund their own resources from current budgets.
- There needs to be greater cohesion between the P&D Youth Strand and the adult PPO strands. An induction day will focus on this issue to raise action plans to take this goal forward.
- A publicity event is planned to invite key public partners, community leaders and members of the public with the intention of marketing the good work of **Tower**.
- From April 2007 T2 Treatment will set up an Electro Stimulation Therapy service, which is accessible for the PPO client group. This will mean that the treatment team can offer instant access for PPO clients into alternative specialist drug treatment as the team already manages to do successfully with the Fast Track Clinic. The new service will cater for clients who are Opiate dependant as well as those who are not which means that direct access to Specialist Drug Treatment can be provided for all substance mis-users working with T2 treatment.

Section 4: Endorsement by Senior Representative

Please insert letter from endorsing representative:

It is widely recognised that a small minority of people are responsible for significant levels of crimes. These high-end offenders are frequently dependent on controlled drugs and lead chaotic lifestyles, making them difficult to 'manage'. The Prolific and other Priority Offender (PPO) scheme was designed to address such offending behaviour through multi-agency working to Prevent and Deter, Catch and Convict and Rehabilitate and Resettle these offenders, and to do so in a fast tracked 'premium service'. The Tower 2 Team (T2) is an extremely effective partnership which 'over delivers', ensuring offending behaviour is truncated or stopped through increased access to treatment programmes and direct targeting of recidivists.

This application eloquently details the work of the team which has had a significant reductive impact on

criminality within Sefton. Through an intelligence led approach the collective resources of the partnership have been brought to bear on the borough's PPOs and has ensured that intelligence is shared in a timely manner, allowing the appropriate lead agency to effectively target the offender. As a result fewer acquisitive crimes have been committed and fewer people made victims.

The team have achieved significant success and are massively within both the LAA Baseline and Target. Indeed T2 has been assessed as 'Green' in a recent Government Office North West RAG self-assessment. Assistant Chief Constable Byrne has assessed the team as being the best PPO management model within Merseyside and directed that it will be adopted Force-wide. The T2 team has won a number of accolades, including the 'Sustainable Communities Award', sponsored by the Deputy Prime Minister in which the judges commented; " it is a really imaginative project, supporting the most difficult client groups ...strong on partnership and has demonstrated a joined up approach..."; Certificate of Recognition in the Criminal Justice Award and; Merseyside Police team of the Year- recommended by the Police Authority.

In summary, this application ably demonstrates the very essence of local problem solving to deliver effective policing by reducing the reoffending rates of those who cause most harm to our communities. With increased take up by PPOs of treatment programmes and quick time targeting of recidivists the Team ensures that 'premium service' means just that. The result is a significant contribution to building stronger safer communities, through a partnership-engaged, problem solving approach.

The application is both CRR and HR compliant and is fully supported.



Chief Superintendent Mark Matthews
Sefton Area Commander
Merseyside Police

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.