



## Home Office

### Crime Reduction & Community Safety Group

#### Tilley Awards 2008 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 [tilleyawards08@homeoffice.gsi.gov.uk](mailto:tilleyawards08@homeoffice.gsi.gov.uk).

All entries must be received by noon on **Friday 25<sup>th</sup> April 2008**. 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.

#### **Section A: Application basics**

1. Title of the project: Performance Managing Community Engagement.
2. Key issue that the project is addressing; Community Engagement

#### **Author contact details**

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**Endorsing representative contact details**

11. Name of endorsing senior representative from lead organisation: Supt. Andy Towler; Director of Partnerships Dept.

12. Endorsing representative's email address: andy.towler@cumbria.pnn.police.uk

13. For all entries from England & Wales please state which Government Office or Welsh Assembly Government your organisation is covered by e.g. GO East Midlands:  
GO North West

**14. Please mark this box with an X 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 B: Summary of application - *In no more than 400 words use this space to provide a summary of your project under the stated headings (see guidance for more information).***

**Scanning:**

In 2005 there were no common methods in Cumbria Constabulary for identifying or problem solving community priorities. Existing problem solving activity was not uniform across the county and the results were not generally known. Staff stated there were no means of measuring what they did in their communities and so it was felt their work was not appreciated.

**Analysis:**

Current responses to community priorities relied upon countywide surveys and the use of existing police data. Success of these responses was judged by calls for service and crime reports. Local consultation with communities relied upon a network of community and partner meetings. The results from these meetings were not known and practitioners indicated meetings were not a productive way to identify true community issues. In addition the meeting structure did not service individual neighbourhoods and so issues could not be isolated and dealt with effectively. Surveying was also used to engage at a local level, but it was not effective in hard pressed areas where the socio demographics restricted the number of replies.

**Response:**

Each neighbourhood was mapped showing all the communities in Cumbria. As a result the use of a key individual network response in each neighbourhood could be employed. Extensive presentations and lobbying then ensured the backing of senior police officers and partners for what was proposed. When this was agreed the project team personally trained all the practitioners and some partners in the techniques required to set up key individual networks, and then problem solve in partnership to find solutions. A performance monitoring system was set up to manage all the work that was now underway. All Community staff were tasked with identifying and problem solving one community priority in their geographic area.

**Assessment:**

All the aims of the project were met. New working practices allowed police interventions to be more effective. It is now known that 62% of local priorities relate to ASB. The engagement results are corroborated by existing survey results. However the context and detail of ASB is now known in 119 communities, with problem solving occurring in each of these areas. ASB has decreased by 6% from 2005 - 2007 with an expected 16% decrease in 2008. There has been an increase in confidence in local policing to 62%. Up 7% in the last 2 years, the highest level in England and Wales.

**State number of words: 390**

**Section C: Description of project - Describe the project in no more than 4,000 words. Please refer to the full guidance for more information on what the description should cover, in particular section 11.**

**Scanning:**

**What was the problem?**

- In June 2005 Cumbria Constabulary was asked by the National Neighbourhood Policing team to complete a neighbourhood policing readiness assessment. One of the aspects of this was to evidence the work Cumbria was currently doing to problem solve community issues. A new Neighbourhood Policing project team had just been created and was tasked with providing this evidence.

Two members of the project team then spent two weeks collating all problem solving activity that was underway in Cumbria. Across Cumbria 70 different problem solving activities were discovered. Although this showed there was genuine desire by the workforce to make a difference, there were no means of ascertaining the success of this work and no processes or training to support this activity. Activity was therefore irregular, recorded differently or not at all, and relied upon competent and willing individuals to take the lead. It did not however provide any consistency to the communities of Cumbria and there was with no means of analysing whether the interventions were effective at best or disabling at worst.

It quickly became apparent that there was a requirement to put robust systems in place in order to

- record problem solving activity
- guide officers through the correct problem solving procedures
- ascertain genuine community priorities
- performance manage the work community staff were performing
- give feedback to individual communities
- identify best or ineffective practice and quality assure
- define in what neighbourhoods the community issues were occurring

Focus group meetings were held with Community Officers and PCSOs and a genuine desire was expressed to perform well in a community role. However despite this role having long term community problem solving responsibilities, they did not feel this was recognised by the organisation. There were no other separate performance criteria for community staff to reflect their work.

**Was a solution needed?**

Was there was a genuine need to have problem solving systems improved? Cumbria is an extremely low crime county and so were local problems significant enough to warrant extensive changes to the Constabulary working practices? Existing data needed to be examined to answer this question.

Cumbria Constabulary Police Authority strategic approach to engaging with members of the community has been to use Community Voice. The Community Voice panel consists of approximately 3,000 members of the adult Cumbrian public distributed equally across the 6 districts. Panel members are recruited randomly and are broadly representative of the adult population in Cumbria in terms of age, gender, location and working status. The Panel was created in 2003 in partnership with Allerdale, Barrow, Copeland, South Lakeland Councils and the County Council.

The complete annual Public Consultation Survey was conducted during the period of June and July 2005 and was shared between

Community Voice = 3,004

Hard to reach groups = 1,602

Random sample of the population = 2,400

Total = 7,006.

The County population is 500,000

The response rate was 26.26% equalling 1,840 surveys being returned.

The results showed that anti social behaviour (ASB) was the most significant issue that respondents worried about and wanted the police to tackle. 60% of respondents worried about it with 62% wanting the police to tackle it.

Police ASB incidents numbers in 2005 for Cumbria were recorded at 40117 for the County in 2004/5. It was known at the time of this work that these numbers were increasing and the need to tackle the problem effectively was evident. This was corroborated in March 2006 when the final figure for 2005/6 was recorded as 47145, an 18% increase from the previous year.

The project team also examined the most recent data from the British Crime Survey in 2005, which showed confidence in the Constabulary at 55%. This was the 7<sup>th</sup> highest confidence score in England and Wales.

It was clear from the findings that there was a need to meet the original objectives.

### **Analysis**

It was not possible to identify in which communities ASB was occurring and what the context of it was. Was it only an incorrect perception, young people playing football in the street or drug filled gangs roaming an estate? There was no way of telling and therefore no way of making an informed judgement as to the best response in different areas.

The project team decided to research in a pilot area whether simply using police data was accurate enough to determine what the local issues were. An estate in Barrow was chosen as a neighbourhood where regular operations were put on to combat the youth anti social behaviour in a particular part of the estate, due to the calls for service received.

The project team with the local officer conducted house to house enquiries in the street where most of the calls had emanated. At the conclusion of the door knock it was clear the majority of calls for service were from one individual who had used a combination of telephones to call the police regarding harassment he was receiving from youths. However it was equally clear from all the other neighbours that the youths involved were not from that area and the majority of the anti social behaviour came from the adult caller himself. This showed that

- The police response were targeting the wrong area and against the wrong people,
- It was alienate of the local community
- There were no reductions in calls for service.

This brief research showed that on its own, without community intelligence to inform it, the use simply of police calls for service data was a blunt instrument that could not add any community intelligence to the picture.

Targeting responses because of generic surveying and police calls for service, risked failing to raise police performance or community confidence.

It was clear from the existing data and research in the County that there was a gap in knowledge around what our community issues were and where they were based. Only by knowing these facts could we improve community confidence in the local police service.

### **Is there a case for meetings?**

“The World is run by people who turn up” Woody Allen

The traditional way that Cumbria Constabulary engages with the public is through meetings, and this appeared an obvious route to take to find true community priorities. In order to find out where such a meeting would fit in to existing structures, research was conducted in each BCU. This revealed Cumbria already had an extensive network of 30 different meetings and surveying processes that already involved partners and members of the public. Another meeting would simply duplicate this work.

Speaking with operational officers and statutory partners revealed that it was already difficult to service the existing number of meetings. In a random survey of 6 community officers the average number of meetings they attended each month was 5. An extra meeting would neither be welcomed or productive for police, partners or the public. It would be inevitably be duplication of work.

Meetings had also not provided knowledge to date about the context of local community issues, or what was being done to tackle them. Why would we think another community meeting would achieve this?

Further to this, different statutory partners reported the experience that the same committed people attended different meetings in the same area. However they didn't necessarily represent the different parts of a community or their views.

Speaking across the County to staff, the same story emerged of officers leaving meetings with the same issues

- Numerous different individual views
- No corroboration
- No means of prioritising actions

This method may have fulfilled an engagement necessity but it didn't offer the opportunity to manage and problem solve the one issue that would improve community confidence in the local police.

As an engagement method to identify priority community concerns it was decided meetings were not the way forward.

#### Where are our communities?

The project team wished to understand if those structures used by police and partners actually reflected where members of the public felt their communities were. As a result both project members stood outside a local supermarket in Penrith and asked as many people as possible one afternoon to draw on a map where they felt their local community was. This was followed by a patrol on a local estate asking residents the same question. All people were mainly of the same opinion. Communities were based around small areas identified by

- The timing of the building of the houses,
- The socio economic make up of the residents,
- Village boundaries
- Private and council housing differences.

They were not based on public authority boundaries or the areas that existing engagement methods covered.

As a result 105 community officers were trained and tasked to map with their local communities and partners, where their geographic communities were situated. 757 neighbourhoods across the County were subsequently identified and mapped electronically. Each community officer could now see where all the neighbourhoods were within their areas of responsibility, and could prioritise communities and tailor actions to reflect their different needs. The Constabulary now had a platform to base engagement around, and one that could be shared with partners.

#### Existing effective engagement methods

##### Streetsafe

Streetsafe is a countywide multi-agency door-knocking exercise, carried out by practitioners from partner agencies such as Fire & Rescue personnel, local authority housing officers, environmental health, and the Police. When the project team looked at Streetsafe they acknowledged it was an excellent partnership exercise in the truest sense as partner agencies were already bought into the process and so joint action was easier to organise. However there were two problems with the process for identifying true community priorities.

1. Participants still asked the public to identify their concerns from a menu of crime and behaviours. This usually resulted in the answer "dog fouling". The project team worked with the Streetsafe organisers to change their questions to reflect the need to find the issue that really concerned the community by asking what their "number one" priority was. This elicited a different response, namely anti social behaviour.

2. Streetsafe was a quality product, but it was resource intensive to organise, analyse and maintain on a regular basis. Streetsafe was not a sustainable method of engagement that could be used for all community officers and PCSOs throughout the County, to regularly give and receive feedback. Streetsafe needed to be used in conjunction with a more sustainable engagement system.

##### Surveys

The project team became aware that in September 2004 community officers in the Eden Valley area of Cumbria had conducted a survey to find out what the community issue wanted the police to tackle. The survey appeared to be remarkably successful as that it obtained 56% response rate.

Table 3; The Eden Valley Survey Results; September 2004

Total of 700 posted, the percentage of completed returns numbered as follows

Wards	Dacre & Eamont	Langwathby & Hartside	Ullswater	Lazonby & Kirkoswald	Hesket & Penrith North	Greystoke & Skelton	Alston Moor	Overall return rate
% return	66%	48%	56%	58%	61%	61%	41%	56%

If the team could replicate this return rate in other parts of the County this may be the method to use to find the true community priorities throughout the County.

The project team decided to mirror the methods used and use this surveying approach with communities in 6 wards within Barrow. 4000 surveys were printed and then distributed by the project team supported by local community officers in Barrow. Problems were soon identified with the sustainability of this method

- o Two days and much effort were spent distributing the surveys to the local communities
- o It took 5 weeks before all the surveys were returned and analysed.
- o Scanning software was needed to analyse the results.
- o Surveying lethargy from the community increased by the delay in any response
- o Any free text could not be analysed effectively

It became clear this type of analyses was not realistic for all community officers and PCSOs to use throughout the county.

However the biggest indication of this failure was the overall return rate. Out of 4000 surveys distributed only 6% were returned. A long way from the near 60% response in the Eden Valley. Out of 6 Barrow Wards only 3 had statistically significant returns.

- o Hawcoat 24.7%
- o Newbarns 15.2%
- o Walney North 17%
- o 4.2% of responses were from black or ethnic minority population.

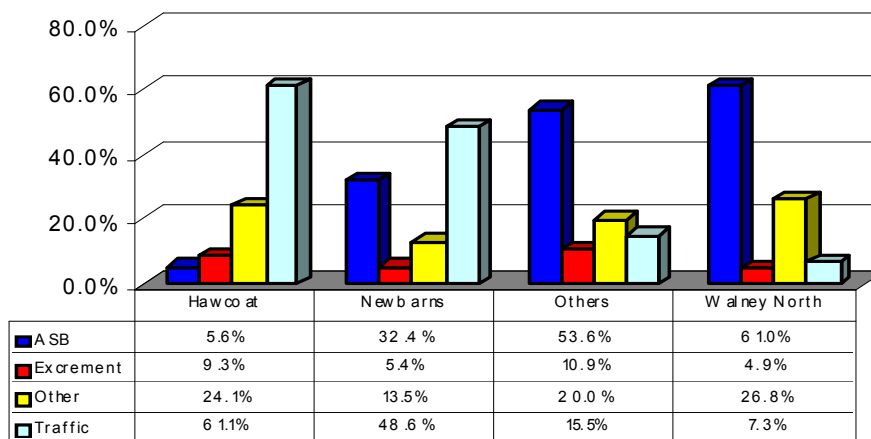
Further analysis of the ward profiles in each area revealed the socio demographic make up of the communities where the surveying had been trailed were different. The Eden Valley was a far more affluent area, than the Wards in Barrow. It was not surprising those communities that were better able to read and write to interpret surveys and had significantly less confrontation with the police, were more likely to respond to a police survey.

However despite the poor return the results did tend to support the previous Community Voice and Streetsafe consultation results that ASB and traffic issues were the number one and two concerns. The results shown in Table 4 did not however enable us to deliver any improvements for communities.

Table 4; Survey results for Barrow wards October 2005

## Concerns of residents

**Distribution of concerns by ward**



### Response

Our analysis had shown that for effective engagement we had to

- Speak to individuals who actually knew what was going on
- Who all lived in a specific neighbourhood that they recognised as their community
- The number of individuals had to be large enough to give the correct response but
- Small enough to enable them all to be engaged with regularly and to easily analyse the results
- We had to go to the public rather than hope they would come to us.

The project team decided to explore the Key Individual Network approach (KINs) promoted by Professor Martin Innes. The basic premise is that there are certain people who know what is going on in their local community because of their routines and/or position. If we could get the views of 20 KINs in a community we could find out what the whole community view was. The academic research had proven this point and the method seemed to cover the weaknesses in the other methods we had looked at.

By choosing only 20 people to engage with, it also gave the opportunity of performance managing how well we were doing in solving community issues, as we could return to the same people after significant interventions to see if it had impacted on the community. The 20 people would then act as the conduit for sharing the knowledge of police activity with other in the community police and increasing the knowledge of police action. When the community priority was known, it would then be taken to whatever the most effective local partnership meeting in the area was. This enabled good use of the extensive partnership networks that already existed to creatively and jointly problem solve community priorities, while giving the opportunity to concentrate on a single issue that the community had already chosen, rather than individual concerns raised at the meetings.

The approach required a culture change within the Constabulary from one that concentrated on government and policing identified priorities, to one that accepted community priorities had to be managed as well. A succession of Chief Officer papers and over 150 presentations to all police ranks and Departments secured an agreement to this change in performance culture.

#### Investing in staff

The whole approach however relied upon the existing Community Officer and PCSO workforce to use new practices and tactics. However the 2 person project team were informed early on in 2005 that there was no spare capacity to within the Training Dept. to assist. As a result between October 2005 to September 2007 both project team members developed and delivered a 1½ day community engagement training course to over 200 officers and staff. This training has now been mainstreamed by the Training Dept. and is a module offered every year to new community officers/PCSOs.

Culture change within the Constabulary was identified as a significant challenge that would take many years. The approach was taken that culture change does not take place by attending a training course, but is as a result of continuous repetitive use of a particular skill and or function. Repetition was also required in this process because successful community engagement required the continuous use of the feedback cycle. Immediately after the training officers were required to identify one priority neighbourhood within their geographic area of responsibility and directly speak to 20 individuals as their KINs. A method was required to ensure the new practices were used repeatedly to achieve both of these outcomes, and performance management was chosen to achieve this.

In order make sense of the findings and to minimise bureaucracy the project team used an existing community officer to design a method of recording whether interventions had been successful. The KINs results chart has been used consistently since to evidence the effect individual community officer problem solving interventions are having on the identified problem. All Community Staff were then also required to record their problem solving activity on a SARA form to ensure the correct problem solving processes were followed. Initially the form was considered by practitioners to be too bureaucratic and so a second version was produced which is still in use.

#### Table 5; KIN engagement results for Barrow Island (May 2006 – December 2007)

Table 5 is an example of one of the community engagement results charts.

When the community officer first engaged with her KINs in Barrow Island she was informed that dog fouling was the main issue of concern in the neighbourhood. There then took place 6 weeks of intensive preventative and enforcement work with partners and public. E.g.

- Local posters
- Media articles
- Enforcement
- High profile clean up by community groups

The officer then felt the dog fouling had decreased substantially and she had made a difference to the area. She then went back to the KINs to ask them for their opinions. After only 6 weeks dog fouling was no longer being mentioned, but youth related anti social behaviour was. Discussions showed that this had always been the problem but no one felt secure enough to inform the police and “they didn’t listen anyway”. After the officer had shown she did listen and react to their concerns, the ASB issue surfaced. This issue is of course a much longer term problem and the officer has returned to the KINs four more times over the last 2 years. There are now far more people who tell her about this problem indicating confidence in local policing, but also that they now feel better about crime and ASB in their community.

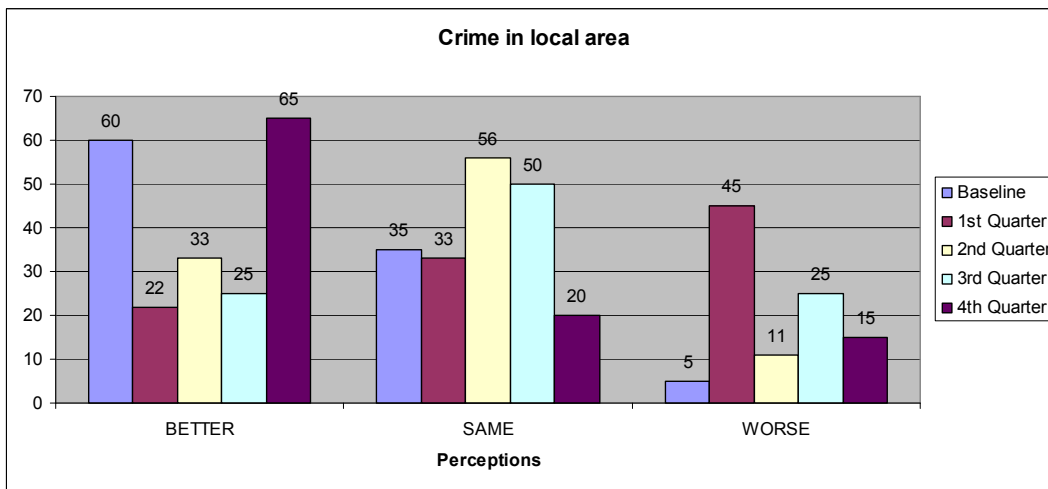


**Table 5.**

Where indicated, the tables show the % of KINs who thought an issue was better, the same or worse since the last time they were asked.

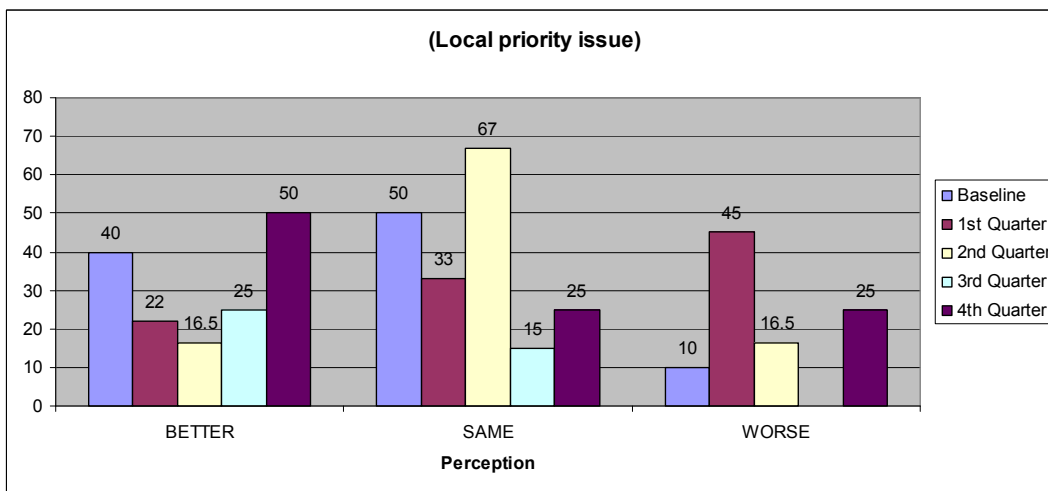
**Crime in the Local Area**

	BETTER	SAME	WORSE
Baseline	60	35	5
1st Quarter	22	33	45
2nd Quarter	33	56	11
3rd Quarter	25	50	25
4th Quarter	65	20	15



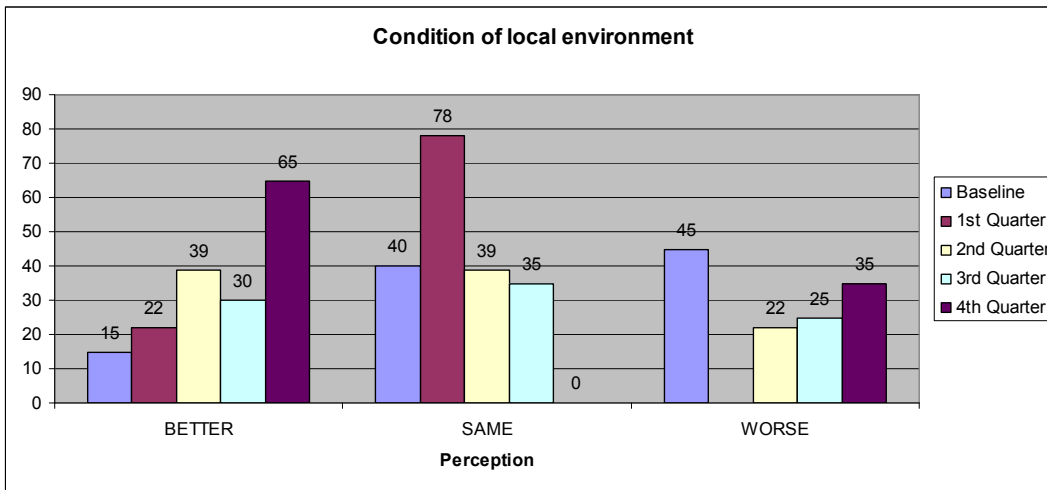
**Anti-Social Behaviour in the Local Area**

	BETTER	SAME	WORSE
Baseline	40	50	10
1st Quarter	22	33	45
2nd Quarter	16.5	67	16.5
3rd Quarter	25	15	25
4th Quarter	50	25	25



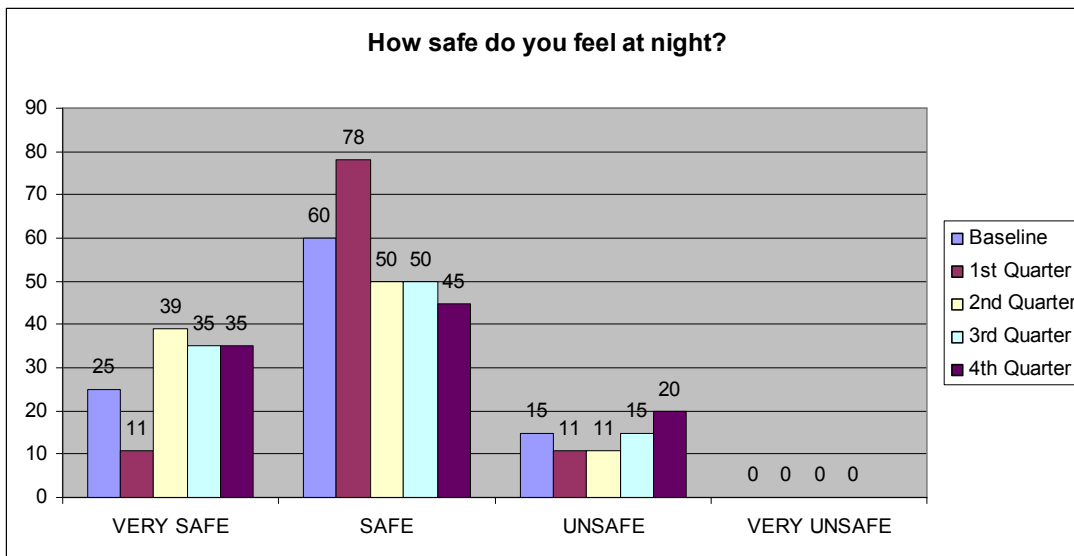
**Environment in the Local Area**

	BETTER	SAME	WORSE
Baseline	15	40	45
1st Quarter	22	78	
2nd Quarter	39	39	22
3rd Quarter	30	35	25
4th Quarter	65	0	35



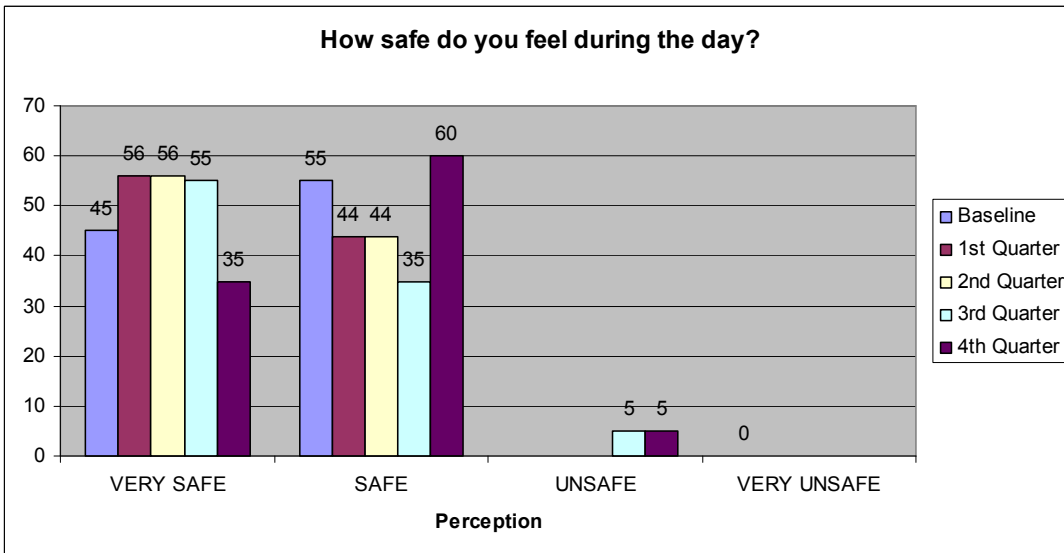
**How safe do you feel at night?**

	VERY SAFE	SAFE	UNSAFE	VERY UNSAFE
Baseline	25	60	15	0
1st Quarter	11	78	11	0
2nd Quarter	39	50	11	0
3rd Quarter	35	50	15	0
4th Quarter	35	45	20	0



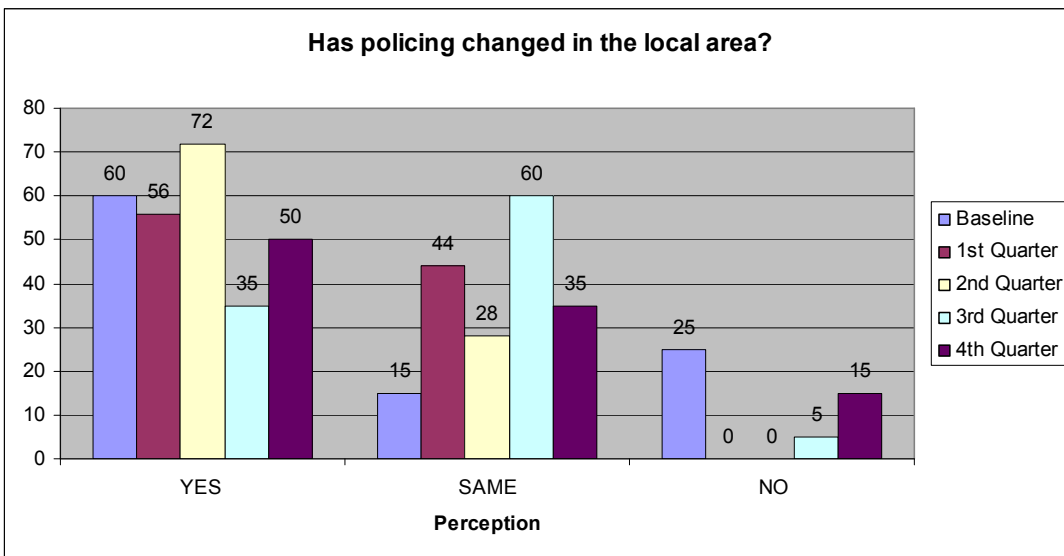
How safe do you feel during the day?

	VERY SAFE	SAFE	UNSAFE	VERY UNSAFE
Baseline	45	55		0
1st Quarter	56	44		
2nd Quarter	56	44		
3rd Quarter	55	35	5	
4th Quarter	35	60	5	



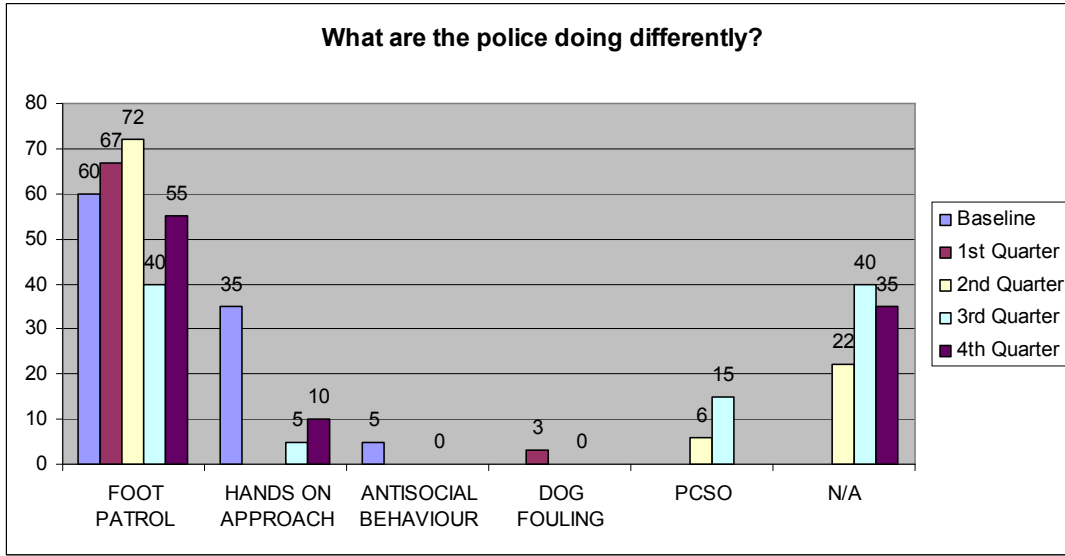
Has Policing Changed in the local Area?

	YES	SAME	NO
Baseline	60	15	25
1st Quarter	56	44	0
2nd Quarter	72	28	0
3rd Quarter	35	60	5
4th Quarter	50	35	15



What are Police Doing Differently?

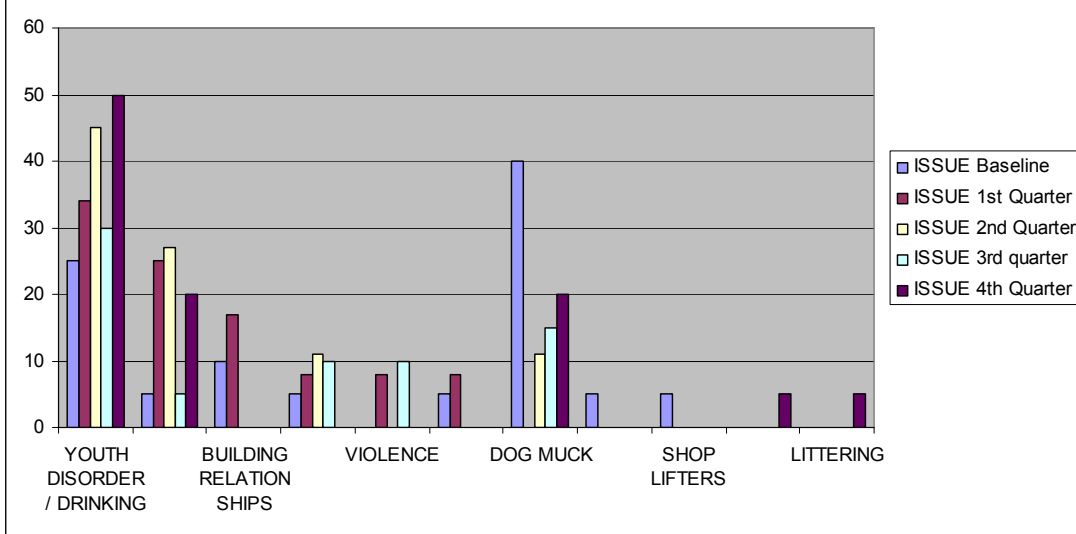
	FOOT PATROL	HANDS ON APPROACH	ANTISOCIAL BEHAVIOUR	DOG FOULING	PCSO	N/A
Baseline	60	35	5			
1st Quarter	67			3		
2nd Quarter	72				6	22
3rd Quarter	40		5	0	15	40
4th Quarter	55	10				35



What is your number 1 issue of concern in your area?

ISSUE	Baseline	1st Quarter	2nd Quarter	3rd quarter	4th Quarter
YOUTH DISORDER / DRUGS	25	34	45	30	50
DRUGS	5	25	27	5	20
BUILDING RELATION SHIPS	10	17			
SPEEDING	5	8	11	10	
VIOLENCE		8		10	
NONE	5	8			
DOG MUCK	40	0	11	15	20
MOTOR BIKES	5	0			
SHOP LIFTERS	5	0			
royal					5
LITTERING					5

## Performance Managing Community Engagement



### Performance

As a measurement of activity, communities in Cumbria have to be engaged with at a minimum of once every 6 months and recorded problem solving activity submitted every 2 months. The performance is shown on a red, amber, green status to inform supervisors and act as a reminder to community staff. This now gives the community officer the ability to demonstrate his/her effectiveness in a community role, a factor that was missing when the project started.

Performance information is also aggregated up to BCU level in order that Chief Officers can hold BCUs to account for their engagement activity.

This "problem solving system" now acts as a single point to identify best practice and performance. It is linked into the intelligence tasking system to integrate community problems for action, alongside other police identified problem profiles.

The data is provided to the County Council and CDRPs on a monthly basis to reduce duplication with partner activities.

Recently this information has also been shared with the Criminal Justice Board. The aim is to use it in Court process to inform the judiciary about local issues and help their case disposal considerations.

The performance data was managed within the project team until December 2007 when a single point of contact was established to mainstream administration of the information.

### Table 6.

Example of a performance sheet for one BCU for community engagement and problem solving. Snapshot taken in February 2008.

Key. **RED** status indicates the officers are over the required time limits.

**BLUE** entries indicate a link to either the engagement results or problem solving documents.



## **Assessment**

The new engagement process in Cumbria is judged against the original aims.

- Record problem solving activity  
All problem solving activity is now recorded on a system that is accessible and can be added to by all members of the Constabulary.
- Guide officers through the correct problem solving procedures  
Supervisors are now all able to monitor the quality of officers' engagement work alongside all other policing problem solving.
- 62% of all community priorities are related to youth anti social behaviour. This is corroborated by all the other existing surveying work by the Council and Police and so we know the method is correct. However we now know exactly what those issues relate to and where they are occurring. This includes the important knowledge that some community concerns are based on perceptions and different problem solving techniques are required.
- Performance manages the work of community staff.  
Every community member of staff is now held accountable for their problem solving work as there is data to monitor their effectiveness.
- Give feedback to individual communities  
Every community member of staff is held to account for the number of occasions he/she has engaged their communities. All results are accessible.
- Identify best or ineffective practice and quality assure  
The linking of problem solving activity and engagement results show how effective the interventions have been according to the communities. Quality assurance of each intervention is now possible.
- Define in what neighbourhoods the community issues were occurring.  
All neighbourhoods are mapped and the KINs are able to pinpoint the location of the community concern. This allows existing tactics and methods to be effectively targeted.

### Additional benefits

There are now over 2,000 Key Individuals engaged throughout over 119 priority communities in Cumbria. Anti Social Behaviour is the number 1 community priority in Cumbria and is being problem solved in 76 of these priority communities (62%). Three presentations have been delivered to the Police Authority updating them on how the Community Voice findings are further validated through the KIN results.

There are no extra meeting structures in the County.

There is now a structure that ensures problem solving interventions can be effectively deployed in individual communities meeting both a policing and community need.

The Constabulary can assess how effectively each individual community priority is managed. However to give a county wide picture existing surveying methods can still be used.

### Comparative results from existing data

ASB incidents numbers in 2006/7 for Cumbria dropped by 5.7% to 44,451. Currently for the year 2007/8 Cumbria is recording a 16% decline in the reports of ASB from the same point in 2007.

The British Crime Survey 2007 shows that 62% of people in Cumbria are confident in their local police. A 7% rise since 2005 and which positions Cumbria Constabulary with the highest confidence levels in England and Wales.

**State number of words used: 3946**

**Section D: Endorsement by Senior Representative** - *Please insert letter from endorsing representative, this will not count towards your word or 1MB size limit restrictions.*

Supt. Andy Towler  
Director of Partnerships.

The innovative work reported on in this Tilley application has contributed to the Constabulary's outstanding performance in achieving high levels of satisfaction and reassurance within our local communities. It has also assisted the Constabulary in achieving four good assessments in this business area from NPJA and HMIC.

Inspector Willetts and Sergeant James have been the main drivers of this process, and were responsible for delivering its outputs.

The process was well structured with a detailed plan and benefits realisation schedule. The work was well organised and involved coordination with many different individuals and representative bodies. The programme approach taken was cited as a strength by HMIC, and aspects of our local work were disseminated as best practice by inspecting bodies.

Particular points of note amongst a complex and high volume work stream include; the training of over 200 officers, staff and partners in neighbourhood policing philosophy and techniques; presentations delivered at national and regional levels; leadership of the PCSO working group which coordinated the end to end process of delivering 105 PCSOs who are assisting with this process within the Constabulary; and the development of a structured community focussed problem solving process in over 120 communities across the county.



**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 e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

Once you are satisfied that you have completed your application form in full please email it to [Tilleyawards08@homeoffice.gsi.gov.uk](mailto:Tilleyawards08@homeoffice.gsi.gov.uk). One hard copy must also be posted to Alex Blackwell at Home Office, Effective Practice & Communication Team, 4th Floor, Fry Building (SE Quarter), 2 Marsham Street, London, SW1P 4DF and be received by 25<sup>th</sup> April 2008.