



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.

All entries must be received by noon on **Friday 25th 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: Bromley Safer Public Transport Routes
2. Key issue that the project is addressing e.g. Alcohol related violence:
To reduce the number of driver incident reports on bus routes within Bromley.
The key issues being anti social behaviour and criminal damage.

Author contact details

3. Name of application author: John Fleming
4. Organisation submitting the application: Bromley Police, Metropolitan Police service
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Secondary project contact details

8. Name of secondary contact involved in the project: Paul King
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Endorsing representative contact details

11. Name of endorsing senior representative from lead organisation: Acting Chief Superintendent Matt Bell.

12. Endorsing representative's email address: matt.bell@met.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 for London

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:

Following the introduction by Transport For London of Safer Transport Teams (STT) across the Metropolitan Police Service (MPS), Bromley STT adopted a problem solving approach to the effective deployment and tasking of what was the first team of its type in London.

Initial research was commissioned to establish key customer concerns. Bus companies, existing transport users, statutory services and groups representing young people and elderly people were all consulted.

Initial research showed that two bus routes within the borough had the highest number of Driver Incident Reports (DIRs).

Analysis:

Research and analysis into crime and disorder on Bromley bus routes identified key priority locations and routes. Partners such as MPS BusTag, and Transport For London (TFL) provided data confirming that Routes 208 and 61 presented the main problems in Bromley around anti-social behaviour, crime and disorder, leading to an increase in customer fear of crime and a high number of DIRs.

Response:

Bromley STT's aim was to reduce the number of DIRs by having an increasing impact on crime and disorder on the transport network. This would also assist in public reassurance on these routes.

Despite falling crime figures, public perception of crime is actually increasing. The problem solving process will embrace customer welfare as its primary focus. This will be achieved by adopting strong working relations with all partners and customers including our three main service providers, Selkent, First, and Metrobus, and the Bromley Passenger User Group.

Key measures for routes 208 and 61 included the following:

- Customer Surveys
- Liaison with Schools Travel Advisor and Local authority
- High Visibility Policing,
- Joint responders with key partners
- Education

Assessment:

Bromley STT has already achieved significant crime and disorder reductions on Routes 208 and 61.

Results published by TFL for Selkent encompass reductions in the core anti-social behaviour traits of criminal damage and disturbances, in addition to other policing priority offences.

Route 208 down 19% (01/03/06 - 22/10/06 compared to 01/03/07 – 22/10/07)

Route 61 down 86% (01/03/06 - 22/10/06 compared to 01/03/07 – 22/10/07)

Initial successes have merely laid the foundations for a long-term approach towards the principles laid out by TFL to tackle locally defined crime and disorder by becoming visible, familiar and accessible creating an atmosphere where the customers feel reassured and are provided with a clean and safe environment in which to travel.

State number of words: 388

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:

Historically bus routes 61 and 208 have been the most problematic in Bromley Borough. Both take a long and circuitous route across and around the central and northern part of the borough of Bromley – the 208 starts in the neighbouring borough of Lewisham. Both routes cover Bromley Town Centre and Orpington High Street, the 2 primary shopping centres, and are used by a vast number of students from secondary schools and further education colleges in and out of the borough.

The London Borough of Bromley covers some 64 square miles and has 134-bus routes, a Tram link and a large number of rail station connections to and from central London and into Kent.

It is estimated that there are 55,000 children who use the transport network in Bromley. In addition to being the routes most populated by school and college students they are also used by youths and adults to get to the town centres for shopping, entertainment or just to meet up with friends.

Potential offenders also use them. It has been estimated that offenders from Lewisham Borough were responsible for a third of robberies and other thefts in 2006 in Bromley Town Centre, in particular from the areas of Catford and Downham. The 208 bus route is one of the main means of travel to Bromley from those areas.

Although they do not cover the same routes/locations in the entire course of their journeys it was decided to adopt a co-ordinated approach to both 61 and 208 because, with the exception of the 208 used by cross border offenders, they have identical problems in terms of types of crime and anti social behaviour (ASB). Furthermore TFL and Bromley Police, i.e. Bromley Town Centre and Orpington High Street have identified the areas where the routes do coincide as hotspots through research and analysis.

Because these routes have been identified from customer surveys as having among the highest number of complaints for youth disorder and DIRs it was decided to concentrate the problem solving process on the buses themselves rather than on any problems at the bus stops/shelters along route. This was so that emphasis could be given to passenger welfare and driver safety by the reduction of offences on the buses.

Crime Scan

In the period 01/10/2006 to 30/09/2007 25.75% of all recorded crime on buses in Bromley Borough occurred on the 61 and 208 combined. This is limited to reports where the bus numbers were specifically mentioned.

The following table shows the breakdown by bus route and crime type for that time period:

Crime Type	61	208	Total
Actual Bodily Harm	-	1	1
Common assault	4	4	8
Criminal damage	6	7	13
Other Theft	1	6	7
Public Order Act	-	3	3
Robbery	3	6	9
Theft Dip	-	6	6
Theft Snatch	1	1	2
Other Misc	2	-	2

These research figures from the police recorded crime data barely scratched the surface with regard to actual crime or disorder. Very few incidents of graffiti on buses are recorded as crimes to police and they tend to be covered by driver reports as DIRs. Also there are many occasions when the location for theft by dip offences is recorded as the point where the victim disembarked and often the route number is not recorded at all.

Therefore, as a comparison, the following are figures from Transport OCU for crime along the routes for the same period (on and off the bus).

Crime Type	61	208	Total
ABH	41	33	74
Common Assault	42	40	82
Criminal Damage	254	227	481
Other Theft	38	31	69
Robbery	38	29	67
Theft Dip	14	19	33

These figures showed a significant increase in the number of crime and disorder offences that were occurring on these routes that were not being reported to police. While for violent crime and theft person there is likely to have been many offences taking place at or near to bus stops the figures for criminal damage are based solely on offences on or to buses and these show a much more realistic picture. In spite of the borough reaching its reduction targets for robbery and criminal damage these remain the main crime problems for the 61 and 208.

In terms of 'hotspots' these records confirm Bromley Town Centre and Orpington High Street as problem areas for both routes but for the 208 Bromley Common is just as bad and for the 61 the area by the memorial at Chislehurst Common has proved an equally difficult location. Both these latter locations relate to problems caused by school pupils.

Driver Incident Reports (DIRs)

As reported in recent TOCU and TFL reports the 208 and 61 routes have been consistently among the top 3 routes for DIRs particularly the 61 for criminal damage offences.

The following table shows a breakdown of the DIRs by type for the 12 months 01/10/2006 to 30/09/2007:

Type	61	208	Total
Criminal damage	64	15	79
Disturbance	27	53	80
Fare Dispute	20	63	83
Robbery / Theft	2	1	3
Violence	3	7	10
Total	116	139	255

The following points are worth noting from this table:

- 1) While there is less damage on the 208 there are more disturbances and higher incident of fare evasion which itself can lead to disorder. There have been many instances when people have abused the driver when refused passage.
- 2) Most criminal damage on the 61 is graffiti to windows and backs of seats but in particular malicious destruction of furniture. On the 208 it is objects or missiles being thrown at the bus.
- 3) Passengers do not tend to report thefts or robberies to the driver but contact police separately which makes pinpointing locations of offences difficult.

The main problem locations according to DIRs are:

61 and 208 combined – Bromley and Orpington High Streets and Bromley Common.

208 only – Crofton Lane, Queensway (Petts Wood) and Southborough Lane.

61 only – Royal Parade and Centre Common Road (Chislehurst) and Crofton Road.

Bromley North British Rail station (the terminus) had the highest number of DIRs but the figures should be treated with caution because the drivers report this as a location although it is actually just where they report incidents.

There was a high number of DIRs on the route 61 in October and November 2006 and we were unable to determine the reason (most of the reports were for damage to furniture and reported at Bromley North so it is possible that inspections may have been undertaken). The rest of the period shows a stable picture with no acute peaks or troughs. The 208 on the other hand are slightly unstable with downward trends being spoilt by a peak in May 2007 and the current trend is going back up.

For both routes the peak times for incidents according to DIRs was between 1500 and 1700.

While the 61 gradually had fewer incidents the later in the evening it got the 208 showed other periods with numbers almost as high i.e. between 1200 and 1500 and between 2200 and 2400.

For both routes Friday was the peak day although Monday and Tuesday had almost as many reports. Saturday and Sunday were busier on the 208 than the 61.

Analysis:

Criminal Damage	215
Disturbance	119
Robbery / Theft	15
Violent Offences	13
TOTAL	362

The above table shows the combined number of DIRs recorded by the bus staff of the 61 and 208 for the time period 01/03/006 to 22.10.06. These figures are pre the introduction of the Bromley STT.

Bus Route	Incidents
61	254
208	108

The above table shows the split of the 362 incidents reported by bus staff during the same period.

Routes 61 and 208 have been identified from customer surveys as having among the highest number of complaints for youth disorder and threats to drivers.

Bromley North BR Station	33
Mitchell Way	24
Bromley Common	23
High Street	21

These are the highest incident locations for DIRs for same time period. As noted in the scanning Bromley North BR station is a terminus and incidents were reported here though they may have occurred earlier on the route.

Robbery

Victims of robbery along these routes are to be mainly white (IC 1) males aged between 14 and 18.

Victims of theft tend to be lone females between 50 and 70. The route 61 and 208 travel through the boroughs main high street shopping areas.

Offenders for robbery in the main are older than their victims but most are still in the 14-18 age group.

Criminal Damage

Offenders for criminal damage are most likely to be white IC1 males of unknown age but generally they will be attending school or college.

Peak offending times are between 1500 and 2200 with more offences occurring in the latter part of the week (Thursday to Saturday).

October is the peak month of the year with reductions in July and August the time of school and college summer holidays.

ASB/Disorder

This is an aspect of the problem that is difficult to quantify especially in terms of non-crime related disorder. Computer Aided Dispatch (CAD) data can be very misleading and very often calls made for disorder is not resulted because the offenders have left before police response teams arrive.

Again in this respect DIRs present a clearer picture of the problem.

Since the inception of the STT in Bromley a record has been kept of any ASB or disorder on buses reported to all teams by both public and driver (excluding DIRs). The 208 and 61 have the second and fourth highest number of entries since the log was started in April 2007.

These records confirm that almost all disturbances and incidents of disorder are caused by youths being noisy, fighting, smoking and abusing the driver and other passengers.

They are usually in groups of at least five.

Incidents have occurred mainly between 1600 and 2200 but are not all related to schools or colleges. June has been the busiest month for the 61 but for the 208 August and September have proved equally problematic.

Over a quarter of all transport recorded crime in Bromley Borough is committed on these routes (25.75%).

Statistics from all sources confirm that criminal damage and youth disorder combined with fare evasion are the main contributors to passenger and driver dissatisfaction.

Intelligence indicates that youths between the ages of 15 and 19 who attend schools/colleges along the routes are primarily responsible for the extent of crime and disorder.

The Victims

The three main service providers for these routes at the time of the problem solving process were Selkent, Metrobus and First. Since the merger of First with Metrobus we now only have Selkent and Metrobus.



Figures from Selkent for criminal damage show that it costs them £100 per incident using chemicals to clear the graffiti or £150 per incident if it is etching on the window.

Based on these financial figures, it would have cost Selkent £21,500 to clean off graffiti if all 215 reported criminal damage incidents were chemical clean only, during the 7 month period before the responses of the Bromley STT.

The Aim and Objectives

Following scanning and analysis it was agreed that the Bromley STT would set an aim and key objectives to help achieve this overall aim.

The strategic aim was by the end of the project in 7 months (01.03.07 to 22.10.07) the recorded number of DIRs will be reduced by 78 (21%) on the 61 and 208 bus routes as compared to TFL figures for 2006 during the same 7 month period (362 reported DIRs).

The key objectives set were;

To reduce recorded DIRs for criminal damage on the 61 and 208 bus routes by 45 (20%) during the same 7 months as compared to 215 DIRs 2006

To reduce recorded DIRs for disturbances on the 61 and 208 bus routes by 30 (25%) as compared to 118 DIRs 2006

To reduce recorded DIRs for robbery / theft by 3 (20%) as compared to 15 DIRs 2006.

Response:

Setting a suitable Shift pattern.

A directive was received from TFL concerning passenger perceptions of crime and the fear of crime highlighting a need for reassurance patrols irrespective of local crime statistics from 2200hrs to midnight.

Implementation of this request would severely impact on the team's ability to police our disorder hotspot times of 1500 – 2200. A local shift system was established to match the temporal patterns for our main problems. This new directive would cut staffing levels by 50% between the hours of 1400 – 1800.

This matter was subject to open discussion at the Joint Transport Action Group (JTAG) meeting, chaired by TFL. A strong business case based on local priority issues met with TFL approval and agreement was sanctioned for the continuation of our adopted pattern.

HVP on Routes 208 and 61

High Visibility Policing (HVP) on both routes was undertaken for a short-term. This had maximum impact on crime and disorder and anti-social behaviour on an area previously un-policed creating a clear and visible deterrent. Most importantly this improved passenger and staff perceptions of safety and security on public transport in Bromley.

There were also joint operations with TFL Transport OCU and British Transport Police.

BusTag

Operation BusTag is the Transport OCU's specialist Closed Circuit Television (CCTV) crime investigation unit tasked with tackling criminal damage and identifying offenders caught on CCTV. Images are sent to the relevant boroughs via email pending identification.

Bromley was the first STT to request that these images be produced in sticker form and miniaturized suitable for officers note books. The images could then be referred to while out on patrol.

This was one of our main successes. Word spread throughout local youths of the "new bus cops" and their methods of identification. Bromley recorded the highest positive identifications passed on to Bustag across the MPS. This innovative approach has since been adapted and held as best practice within the MPS.

Bromley has created a local database of Bustag offenders recording all up to date offenders.

Bromley is the first STT to conduct follow-up visits to BusTag offenders enforcing the message that this perceived low-level crime would not be tolerated.

Passenger User Group

A (PUG) was formed that brought together partners, customers and staff sitting under the victims umbrella. Excellent relationships forged with our local media formed the basis to highlight the concept of the Bromley Safer Transport Team and allowing for local people to voice their concerns and be instrumental in the tasking and priority setting process. Our panel was representative of all age groups from teenagers to those of retirement age in addition to those who lived on and off the borough.

Commonplace amongst areas of concern were school closing times, youth behaviour, free travel, reintroduction of conductors and the plight of routes 208 and 61. Bus union representatives were able to negotiate with the group around modern working practices providing evidence that staff assaults had virtually been eradicated since the withdrawal of conductors on buses.

The partnership formed with the union representatives was an essential and key element to the success of the group and the process. They became a quick and easy link to gathering and disseminating information to and from the drivers on the routes.

The results of our partnership working were, and still are, disseminated through the local media.

The Elderly

Bromley has the largest elderly population in the MPS with 57,000 residents of pension age. This large user group was a lost voice prior to STT and great focus was given to provide reassurance through proactive innovation. They were also the most at risk group for theft from offences as shown in the scanning process.

Age Concern provided Bromley STT with evidence that the elderly community were fearful of bus travel around school closing times. Engagement was crucial at this early stage. Officers were deployed to Active Aid centres throughout the borough where elderly people gather to meet friends and socialise over a cup of tea.

Our priority routes 208 & 61 link both Bromley and Orpington High Streets and present the only 2 direct routes to both by bus. Essentially these routes matched the profile of disorder with the habitual day-to-day lifestyle with that of our elderly customers. Our patrols on these routes increased the reassurance message.

Local Authority

Bromley Council form part of the "Safer Bromley Partnership" working in conjunction with Bromley police and have forged a strong alliance. Bromley council embraced the concept of Safer Transport Teams at an early stage and are key partners in providing support and assistance

Bromley Council produced a poster "How can you help?" based upon graffiti removal, environmental crime reward scheme and community payback sites. A full list of contact agencies and telephone numbers enabled residents to clean up local areas helping to create a safe and secure environment.

Damage to bus shelters through etching and graffiti increases public perception of an unsafe and crime ridden locality. Shelters are routinely cleaned every 2 weeks which does not take into account any damage or graffiti. However, Bromley STT, Bromley Council and Clear Channel can get graffiti and damaged repaired or replaced within 3 days. This time period of repair was a significant improvement on the previous time scale.

Tuancy Patrols

Successful monthly patrols have been conducted since conception of STT. Early indications show a drop in truancy over the period from May (16 truants identified) to September (2 truants identified). Officers target Routes 208 and 61 specifically identifying the link between young people and town centres.

Our Offenders

BusTag offenders are only part of the ASB and disorder problem and allows other avenues such as education and early intervention to be implemented. Quite clearly the vast majority of our customers are law abiding but some, predominately young people, lapse into behaviour contrary to the TFL Behaviour Code. Early intervention to prevent youths falling into the criminal justice system has been addressed in the form of a parental letter.

Parental letter

Should a youth come to the attention of officers by committing acts of anti-social behaviour on the transport network then the process of intervention begins. The officer will complete a criminal intelligence report detailing the extent of the conduct, personal details, including school attended, bus route and location.

Details are entered on our Parental Letter Database and a parental letter is sent that includes a copy of the TFL behaviour code, ASBO and ABC leaflets and most importantly a request for the parent/guardian to contact Bromley STT to discuss the incident. Requests from bus driver's for us to deal with ejections are also subject to a parental letter.

Junior Citizens

Bromley STT sees the maximum opportunity to prevent "tomorrows offenders". Young people from year7 (11yrs) are a priority group who are now eligible for free travel.

Working in partnership with schools' officers educational talks with the emphasis placed on making learning fun is given. Officers involve the students in role-plays focused on crime prevention with mobile phones and ipods. Importance is placed on registering these electrical items through "Immobilise.com" which gives police the best opportunity to recover stolen goods and detect offences.

A BusTag DVD is shown enforcing the message that offenders will be caught and prosecuted. To date Bromley STT has engaged with over 1000 students with further projects in place through 2008.

Bromley STT is engaging with the Educational Development Centre through the local authority's School Travel Advisor to implement training around bus travel. TFL will be key within this educational process.

Our Locations

Bromley borough has 1134 bus stops and 657 shelters. A comprehensive Environmental Visual Audit (EVA) is ongoing on all street furniture on the routes 61 and 208. An audit form has been created enabling officers to conduct an accurate assessment of each shelter. Aggravating factors such as poor street lighting or vulnerable location are also considered.

Shelters are graded on a sliding scale (1-5) with 1 being pristine and 5 being poor. Scores of 3 and above result instantly in a referral to Clear Channel for repairs. This audit is aimed at creating a cleaner is safer policy in keeping with our reassurance commitment.

Assessment:

Being the first STT to launch across the MPS, Bromley was in a position to assess and evaluate their performance over the 7 months period. TFL has provided results for Bromley based on Driver Incident Reports.

DIRs 1st April – 6th September 2006 compared to 1st April – 6th September 2007

Category	FY06 /07	FY 07 /08	% Difference
Criminal Damage	270	188	-30.4%
Disturbance	363	293	-19.3%
Forgery /Fraud	184	326	77.2%
Robbery / Theft	24	14	-41.7%
Violent Offences	50	42	-16.0%
Total	891	863	-3.1%

The table above provided by TFL is for all DIRs for Bromley. As can be seen there has been a significant reduction in all categories with the exception of fraud. This is because fraud is now being detected with greater frequency due to drivers having additional security of the STT and the increased presence of revenue inspectors patrolling with the STT. Therefore more detections means an increase in the figure.

For the two routes that were the focus of this problem solving process there was also very significant reductions in the main offender categories that the Bromley STT aimed to reduce.

The main locations for the reporting of DIRs also showed a reduction in reports and also new areas emerged as the original areas were worked on.

01.03.06 – 22.10.06

01.03.07 – 22.10.07

Bromley North BR Station	33	Bromley Road	14
Mitchell Way	24	High Street	12
Bromley Common	23	Lewisham High Street	11
High Street	21	Crofton Road	2

The location of Bromley North BR station that is a bus terminus no longer appears on the table as there is now more accurate recording of DIRs after consultation with the companies and unions.

Categories	01.03. – 22.10.06	01.03 – 22.10 .07	Reduction (%)
Criminal Damage	215	28	-190 (88%)
Disturbance	119	78	-47 (39%)
Robbery / Theft	15	5	-10 (66%)
Violent Offences	13	13	0
Total	362	124	238 (65%)

In the three main categories that the Bromley STT set objectives to reduce DIRs they far exceeded what they thought were challenging objectives and as a result they also achieved their aim of a 78 (21%) reduction in DIRs during the 7 month period in 2007.

The DIR figures for the two routes are shown below.

Route	01.03 – 22.10.06	01.03 – 22.10.07
61	254	36
208	108	88

In total the reduction for DIRs was 238 (65%).

Route 208 down 19% (reporting period 01/03/06 - 22/10/06 compared to 01/03/07 – 22/10/07)

Route 61 down 86% (reporting period 01/03/06 - 22/10/06 compared to 01/03/07 – 22/10/07)

When setting the aim and objectives the Bromley STT had little to base their figures on as they were the first STT in the borough. The results were both pleasing and surprising to the STT and their partners.

The cost benefit to Selkent for the reduction in damage can be calculated, based on the figure of £100 per chemical clean, at a saving from approximately £21,500 to £2,800. An overall reduction in a 7 month period of £18,700.

The Bromley Safer Transport Team takes great pride in the successes shown by the data above, they gain true inspiration from what people have said about the difference they have made:

Mike Taylor, Selkent CCTV Manager –

“Passenger incidents, thefts and assaults are 50% down on the year to date, which is as of a result of Safer Transport Police Community Support Officers patrolling our buses”

Martin Head, Selkent bus drivers’ union representative –

“ I took a 208 out last Monday and for the first time in years there wasn’t any grief or graffiti when I brought it back”

State number of words used: 3953



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

Matt Bell

Deputy Borough Commander

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The Bromley Safer Transport Team was introduced as a long-term problem solving approach to a long-term problem. Crime, disorder and anti-social behaviour on public transport in Bromley, and particularly that on the bus network, was both a real and a perceptual problem for the travelling public and company staff alike.

The approach adopted by the Team was based upon the principles laid out by TFL at the launch of this new concept. Bromley ensured a significant degree of localisation of the product, to best enable the team to tackle locally identified and defined crime and disorder in the most effective and appropriate manner.

The result has been a highly visible, familiar and accessible approach by the team which has created an atmosphere where people travelling and working on Bromley's bus routes, feel reassured, safer and are provided with a clean and stable environment.

The success of this innovative and sustainable approach to tackling what had been a long-standing and worsening problem has been evidenced on a number of levels. Statistically, crime and disorder is down; Driver incident reports have been dramatically reduced; the travelling public are safer and feel happier, and most importantly, this has been achieved through the adoption of a sustainable solution which is now very much core-business in the Borough of Bromley.

Checklist for Applicants:

Have you read the process and application form guidance?

1. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
2. Have you checked that your entry addresses all aspects of the judging criteria?
3. Have you advised all partner agencies that you are submitting an entry for your project?
4. Have you adhered to the formatting requirements within the guidance?
5. 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?
6. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
7. 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. 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 25th April 2008.