

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 <u>tilleyawards07@homeoffice.gsi.gov.uk</u>.

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: PLYMOUTH HEAD CAMERA PROJECT

Name of force/agency/CDRP/CSP: DEVON & CORNWALL CONSTABULARY

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

CHIEF INSPECTOR TAMASINE MATTHEWS, PLYMOUTH BCU

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Telephone number: 08452 777444 OR MOBILE 07764 852527

Fax number: 01752 751234

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

GOVERNMENT OFFICE SOUTH WEST

Name of endorsing senior representatives(s): TONY MELVILLE

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

DEPUTY CHIEF CONSTABLE,

DEVON & CORNWALL CONSTABULARY

Full address of endorsing senior representatives(s): DEVON & CORNWALL CONSTABULARY

FORCE HEADQUARTERS

MIDDLEMOOR EXETER EX2 7HQ

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): YES

Section 2: Summary of application

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

Plymouth Basic Command Unit (BCU) of the Devon & Cornwall Constabulary has conducted a 6 month National Pilot to evaluate the use of body worn digital recording systems (Head Cameras) by Police Officers. The Pilot was designed to prove the concept of the technology to reduce bureaucracy, increase the number of offenders brought to justice and reduce crime.

The Project cost £375,000 which included funding streams from the Neighbourhood Renewal Fund (NRF), Government Office South West (GOSW) Plymouth and the Police Authority as well as the Home Office Police Standards Unit.

The Pilot took place primarily within the South and Central Sectors of Plymouth BCU which encompasses the business, evening and night time economy districts of Plymouth with limited residential areas. 50 cameras were purchased and 300 officers were trained and a specialised processing facility (Back Office Facility BOF) was set up to administer the evidential footage. Process Evolution Limited has produced an independent evaluation of the Project with an Interim and Final Report.

The Head Cameras are small video cameras mounted to the side of a police officer's head with the ability to record video and sound. They are overt, visible cameras, which comply with the Regulatory and Investigatory Powers Act 2000 (RIPA) and Human Rights considerations.

A strong marketing strategy accompanied the Project with widespread national and local interest, poster campaigns and unique signage advertising the use of cameras in the area.

The Final Report of the Pilot is due to be officially published in July 2007 and it will include the following headline findings:

- 1. a reduction of 1.2% in violent crime in the South and Central sectors with a reduction of 12.8% in wounding
- 2. an increase of 26.9% in sanction detections for violent crime, specifically violence in public places and domestic violence
- 3. a reduction of 8.8% in the sanction detection attrition rate for violent crime
- 4. a reduction of 33% in officer time spent on paperwork and file preparation in incidents where the Head Camera had been deployed

In summary, the Pilot has been extremely successful, received excellent positive media interest from across the world and proved that the Head Camera concept has great benefit for use across the Police Service.

Section 3: Description of project

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

INTRODUCTION

The Head Camera Project evolved following a review of optical evidence gathering (OEG) within the Plymouth Basic Command Unit (BCU) as a result of experiences during Operation Talon. Operation Talon concerned the policing of the business, evening and night-time economy areas of Plymouth City. It was apparent that there was a need for both the provision of new technologies and relevant training due to physical obstructions in certain areas of the City for CCTV to be captured. Secondly, within those unseen areas, there had been serious assaults and disorder. In January 2006, Plymouth BCU took possession of a prototype version of a body worn digital recording system (BWDRS) purchased through the Community Safety Partnership in order that it could be trialed within the BCU.

This system has become commonly known as the 'headcam' and comprises a small colour/black and white camera worn to the side of the head, linked to a compact digital hard drive, which records audio and visual footage of what an officer sees and hears during an incident. The benefits were immediately apparent, with everything an officer witnesses at an incident being recorded in a format suitable for immediate disclosure via a downloaded DVD. It also permits the officer to record the footage while keeping both hands free to deal with issues as they arise. The evidence gained can then be used as a primary statement from the officer and in some circumstances, witnesses.

DEFINITION OF THE PROBLEM

Due to the experiences of Operation Talon, the system was used extensively from February to March 2006, during Operation Sebago, a multi-agency domestic violence campaign in Plymouth. Plymouth has a high volume of domestic incidents compared to the rest of the Force. This operation led to the first ever prosecution and conviction with evidence gathered using the Head Camera. The following is a summary of the incident:

In March 2006, a Head Camera officer attended a disturbance in a residential area of Plymouth, as part of Operation Sebago. On arrival he was confronted with an extremely volatile female who refused to calm down and was verbally confrontational. She was drunk and had clearly assaulted her male partner. The camera recorded not just her behaviour, but the general poor state of the address and all the partner's injuries and she was arrested for assault. However, on route to custody, she made allegations that the police officer was assaulting her (disproved by the footage). She spat at and tried to bite the officer who was able to continue recording while keeping both hands free to keep her under control thus ensuring the safety of the driver. During the subsequent investigation, the footage was shown to her defence solicitor who described it as "overwhelming and damming against his client". Despite her 'no comment' interview, she pleaded guilty to six charges of assault at the first court opportunity, less than three weeks later. This case made international, national and local news including coverage in America, much of Europe and Japan. It is of note that the officer only took 25 minutes compared to two hours to complete statements.

Although the initial operation targeted domestic violence, a natural progression was to address alcohol related disorder, which accounted for approximately 30% of crime in Plymouth.

The Community Safety Partnership subsequently bought six systems for the BCU, one per Sector, but it was soon clear from the level of interest shown that a larger more formal pilot was required.

The Police Standards Unit (PSU) at the Home Office, via Government Office South West (GOSW) were very supportive of the pilot concept. A project plan was compiled, to provide a pool of the systems for use in policing the evening and night-time economy in Plymouth city centre, Mutley Plain and North Hill (two areas adjacent to the city centre). The Pilot was to be concentrated in South and Central sectors of the City where violent crime linked to this economy was the highest in the Force. The focus of the pilot was within Stonehouse, a community of about 13000 residents and one of the most economically deprived in the country. The area included Union Street, famous nationally for its public houses and clubs and unfortunately the disorder that occurs there. The area has been subject of intense policing for years to keep public order and deter violent situations. In order to ensure the Pilot covered a wider crime base, 5 cameras were permanently based in Devonport, a more diverse residential area.

Overall crime in Stonehouse was the highest in Plymouth and significantly higher than the Plymouth average. There were 77 British Crime Survey (BCS) crimes per 1000 population in the city during 2004/45 compared to 209 per 1000 population in Stonehouse.

Policing in the Pilot areas had been of a traditional type, requiring significant Police and partnership resources. Having already identified the benefits of Head Camera technology through Operation Sebago, it was believed that they offered an innovative strategy to address the issues.

OBJECTIVES OF THE PROJECT

In view of the above, a proposal was made to set up the Pilot with the following components:

- Set up a Project Team of two Police Sergeants and one administrator to manage the project through the Pilot
- Purchase equipment for the Project (Head Cameras, IT, viewing equipment etc)
- Set up a data library and Back Office Facility to store the footage recorded and provide a central location for the copying of DVD's for Court
- Provide the necessary training for police staff and supervisors
- Provide inputs to other agencies and partners involved in the criminal justice process to raise awareness
- Co-operate fully with the external evaluators.
- Establish working practices to cover every aspect of camera use, deployment and administration with the CJS.

This Project Team set challenging key performance measures for the duration of the Pilot upon which the evaluation would be based:

1	10% reduction in violent crime in South and Central sectors by end of March 2007		
2	15% increase in sanction detections for violent crime, specifically violence in public places and domestic violence		
3	10% reduction in the sanction detection attrition rate for violent crime by end of March 2007		
4	15% increase in OBTJs specifically violence in public places and domestic violence		
5	10% reduction in OBTJ attrition rate for violent crime by end of March 2007		
6	30% reduction in officer time spent on paperwork and file preparation in incidents where the Head Camera has been deployed		
7	40% reduction in complaints against police, specifically for incivility and excessive use of force where Head Cameras are deployed		

The overall aim of the proposal was to provide an optical evidence technological solution to officers thereby reducing bureaucracy, improving sanction detections and streamlining the CJS.

Plymouth was subsequently approached as an appropriate area to conduct a National Pilot and as a result the Home Office would compile the Manual of Guidance for Police Use of Head Cameras across the Service.

Funding and Partnership

Funding streams were identified and following successful bids, £205,000 was received from the Neighbourhood Renewal Fund, Government Office South West (Plymouth) and the Police Authority. The remaining £170,000 was provided by Plymouth BCU and the Home Office who funded the evaluation.

Process Evolution Limited were commissioned to make an independent evaluation of this Pilot to identify issues and quantify the benefits that the Head Cameras offer in terms of officer time saved, reduction in crime levels and the proportion of offenders brought to justice.

In addition to the partners who had financially contributed to the Pilot, CPS, Defence Solicitors, the Home Office Scientific Development Branch (HOSDB) and other partners were involved in multi-agency workshops to design the appropriate working practices. Presentations were given by the Project Team to other Forces, partners and judiciary to raise awareness and provide an understanding of the Pilot's aims.

The funding stakeholders involved in the Project were excited about the potential benefits of the technology for policing and provided both financial and logistical support to the Project Team which has been based on partnership premises.

All of our partners are delighted to see the success of the Pilot against the demanding key performance measures. Although early in the financial year, we are currently in negotiation to secure funding to support our own maintenance and development of the project in the future.

RESPONSE TO THE PROBLEM

The Project Team was set up and managed by a Chief Inspector and fervently supported by the BCU Commander. The team included a Project Lead (Sergeant), an Assistant Project Lead (seconded Police Officer), along with an Administrator (Police Staff) and two Back Office Facility staff (Police Staff). Further support was supplied by local and Force IT staff along with close liaison with the Human Resources, Marketing, Performance and Development and Finance departments. The Force Lead for the Project has been the Deputy Chief Constable, Mr T Melville.

The Pilot commenced on the 13th October 2006 with a phased implementation and a 'go live' date of 27th October 2006 and concluded on 31st March 2007.

The necessary IT equipment was set up in the Back Office Facility which comprised of a standalone computer system capable of downloading the camera footage onto discs for use in court and/or retention. A total of 50 Head cameras were purchased for the Pilot.

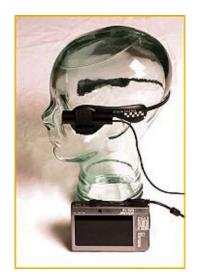
THE TECHNOLOGY

The picture on the right shows the kit supplied.

The Head Camera system used in the trial was as follows:

Essentially the system consists of a bullet camera fixed to a headband. The camera is connected to a recording unit consisting of a digital hard disk drive (HDD) and a small Liquid Crystal Display (LCD) screen for reviewing images recorded. The system was provided in a durable plastic case with all items held in a moulded foam insert.





The picture on the left shows the headband holding the camera and the recording unit (with LCD shown). The officers wear the head unit with the recorder placed within their utility vest.

Safety & Ergonomics

The Pilot has identified a number of issues relating to the safety and comfort of the system. A new style of headband is being developed for holding the camera that is lighter, has more adjustment and better padding for improved comfort.

The wire linking the camera to the recording unit (via the microphone) could pose a strangle risk and once identified as a risk, a newer model was developed, that has a break point and retractable cable device.

Development of the equipment is now a key priority for the Project Team following the Pilot.

Durability & Quality

This generation of cameras offers excellent performance in very low levels of light by automatically switching from colour to monochrome. The camera works well in conditions of variable lighting as is common in some pubs and clubs. Good recording quality of moving images was demonstrated by the images captured while an officer was driving to an incident.

The system takes about 6 hours for the battery to charge and will run for 8 to 12 hours from a full battery. The hard drive that records the video is shock resistant to minimise sudden movement disrupting the recording and each drive has the capacity to hold 400 hours of video. The unit is supplied with a compact (3 hour) battery. During the project no problems were reported relating to battery life, although the performance of batteries does degenerate in time and movement of the battery against the unit can power down the unit.

THE PROCESS

The booking in and out process

The officer attends the Back Office Facility (BOF) in order to book out a Head Camera. South and Central Sectors are based within Charles Cross Police Station in the City Centre. Therefore this process is fairly quick. However, Devonport officers also have some cameras allocated to their station so they do not have to be collected every shift from the BOF. If the Pilot were to be more widely implemented across the Force, the processing of the technology would need to be developed further.

Submission of evidence

At the end of the shift officers complete an electronic submission form detailing the incidents at which the Head Camera was used. This data is then processed by the Head Camera technicians who retrieve the relevant evidence and produce this on a DVD.

This has key benefits in reducing officer time and also securing the integrity of the evidence. Officers themselves are unable to manually edit the data recorded.

File management

Head Camera recordings are retained for a period of time in line with the legislation on data collection and retention. File management involves maintaining the recorded evidence on the computer system and providing appropriate sections of footage to interested parties in accordance with the Freedom of Information Act, the Data Protection Office and the Information Commissioners Office.

Archive database management

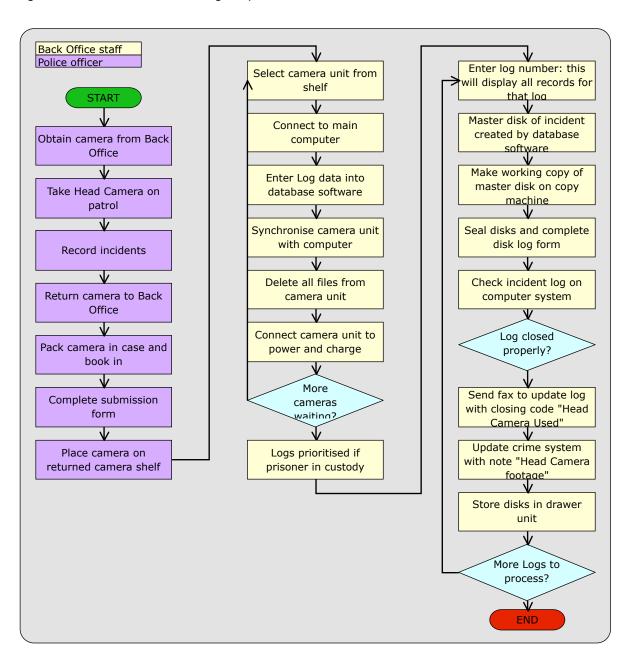
The BOF technicians record the incident log details against the footage on the database, detailing information such as:

- Date/time
- Location
- Offence type (or types)
- Offender visual description
- MO (modus operandi)
- Arrests

All of the above can be searched individually on the system thereby providing a valuable source of data.

During the Pilot, officers submitted 3055 recordings. Some of the recordings related to general patrol, 1170 linked to specific Log records. Of these, 479 incident logs related to crimes and 256 resulted in arrest.

The following table shows the activities along the process.



TRAINING

The training of officers was led by a qualified police trainer and supported by a member of the Project Team who presented the technical aspects of the Head Camera. The training course was also attended by a representative of the evaluation team.

The training package has now been developed and refined and has been submitted to Centrex for accreditation and a generic training package has been given to the Home Office for inclusion in the Manual of Guidance on the Police Use of Body Worn Digital Recording Systems.

EVALUATION OF THE HEAD CAMERA PILOT

INTERIM REPORT

The Interim Report was published in February 2007 and provided an initial evaluation of the technology, the process and resultant benefits based upon the Pilot period up to end December 2006. Initial findings within the report suggested that the primary project objective to prove the concept of the technology had been achieved. The indications were positive, although there were a few process and technology issues to be resolved. The data collected for the Interim Report was only taken over a ten week period and a more comprehensive analysis of the benefits throughout the process, incorporating outcomes from court, officers and public satisfaction would be evident in the months to come.

The headline findings of the interim report were as follows:

The use of Head Cameras showed a reduction in reported crime levels and an increase in the number of offenders brought to justice, specifically:

- Violent crime has reduced by 8% in the pilot sectors. Within this reduction, wounding has reduced considerably by 18%
- Increase of 20% in converting a violent incident into a crime
- Increase of 85% in the number of violent crimes resulting in an arrest
- Increase of 40% in the number of violent crimes detected

FINAL REPORT

The findings of the evaluation have been based on crime statistics, anecdotal evidence, along with a questionnaire to both officers and a public survey.

In essence, the evaluation has examined four areas:

- 1. Analysis of the benefits against the key project measures
- 2. Attrition analysis showing the loss along the process as the case progresses from report to attend, to arrest, to charge, to court and finally to sentence.
- 3. Qualitative assessment issues and benefits that can not be quantified with hard data analysis but are supported by some anecdotal evidence.
- 4. An assessment of the workload and benefits of expanding the pilot force wide

The Final Report on the Pilot is due for official publication in July 2007 in conjunction with the publication of the Guidance for the Police Use of Body Worn Digital Recording Systems completed by the Police Standards Unit at the Home Office. However, at this stage we can provide the information in draft form and disclose it in confidence with the Home Office.

The Final Report reinforces the positive aspects of the Interim Report and provides quantitative and anecdotal evidence which supports a reduction in crime levels and an increase in offenders brought to justice.

RESULTS ON KEY PERFORMANCE MEASURES

The results are as follows:

1. Analysis of the benefits against the key project measures

Measure	Description	Result
1	10% reduction in violent crime in South and Central sectors by end of March 2007	Overall reduction of 1.2% (wounding reduced by 12.8%)
2	15% increase in sanction detections for violent crime, specifically violence in public places and domestic violence	Increase of 26.9%
3	10% reduction in the sanction detection attrition rate for violent crime by end of March 2007	Reduction of 8.8%
4	15% increase in OBTJs specifically violence in public places and domestic violence	See below
5	10% reduction in OBTJ attrition rate for violent crime by end of March 2007	See below
6	30% reduction in officer time spent on paperwork and file preparation in incidents where the Head Camera has been deployed	Reduction of 33%
7	40% reduction in complaints against police, specifically for incivility and excessive use of force where Head Cameras are deployed	See below

It should be noted that the key performance measures 4 and 5 are too early to measure as some more serious cases take several months to come to court. This analysis would be available once the cases have been finalised.

However, to date there is good anecdotal evidence that the use of Head Cameras has had a positive effect as seen by the following two cases:

A female was arrested and charged with a number of violence offences on both her partner and Police following a domestic incident. The case was brought to justice within 17 days due to compelling evidence from the Head Camera footage. The female's solicitor stated that the evidence was beyond question.

A male received a custodial sentence at court for common assault on his partner following a domestic incident. Head Camera evidence was able to show the demeanour and aggressive behaviour, both verbal and physical, towards his partner and Police. This was used to reinforce the history of violence shown by this male to his partner. Once again the Crown Prosecution Service were impressed by the quality of the evidence and its impact at court.

In respect of key performance measure 7, the evidence assessed so far suggests that the Head Camera is a useful tool in reducing complaints against Police. It will protect the officer against false allegations and instances where offenders may self harm to support a later case for complaint, as demonstrated by the following example:

Excessive force on arrest: This has been demonstrated in one case where the Head Camera was used. The offender resisted arrest and claimed excessive force was used. The Head Camera contained evidence, which disproved the allegation and the offender subsequently withdraw their complaint.

BENEFITS AND ISSUES

Overall both hard and anecdotal evidence of Head Camera technology has shown to be extremely beneficial.

The following examples were raised for instance in discussions with police officers during the course of the project.

An officer had good footage showing somebody spitting at them. The inclusion of the footage within the prosecution case resulted in a £100 compensation for the officer

Recent footage played in court showed a detailed account of a domestic violence incident covering the assault and threats as the offender stood outside the house. This resulted in a custodial sentence of 196 days

Good use has also been made of the Head Cameras at football matches – for observations and intelligence gathering purposes, along with major crime scenes and officer training scenarios.

The following table summarises some of the benefits and issues:

No.	Issue / Benefit	Description	Implication
1	Benefit	Respect on patrol	Members of the public and noticeably youths show more respect
2	Benefit	Dealing with large groups	Large groups are less confrontational when the officer is wearing the Head Camera
3	Benefit	Capturing of information	The saying "A picture tells a thousand words" stands for this application.
4	Benefit	Capturing witnesses details	Good tool for capturing witness names and addresses
5	Benefit	Stop checking cars – and ensuring that the driver does not give false details	Good record of exactly who was driving the vehicle.
6	Benefit	Recording details of vehicles (description, condition and position) following a road traffic collision –	Could be revenue generating providing information to insurance companies in the same way as the National Collision Recording Form (NCRF) currently charged at £110.
7	Issue	Wearing of camera headband	In limited reported cases can be uncomfortable and cumbersome
8	Issue	Record switch	In limited reported cases, resulted in missed recordings and accidental recordings

Whilst officers have raised comfort issues concerning the equipment (which are being addressed), they are really positive about the impact of the use of such technology.

CONCLUSION

Both the Interim and Final Report of the Pilot clearly proves the value and potential of Head Camera technology for the Service across an ever-broadening expanse of routine and specialised tasks. The reduction in officer time spent on paperwork by 33 %, the increase in sanction detections by 26.9% and a reduction in violent crime by 1.2% and wounding by 14.5% are impactive results that will further fuel the interest in the concept.

The Project and its results to date marry well with the new Government Strategy "Building on Progress: Security, Crime and Justice" which as part of its aims is looking at identifying new technology to reduce crime and improve the satisfaction and confidence of citizens in the CJS. It is also in line with the "Prolific and Other Priority Offenders Strategy" with regards to the Prevent and Deter strand.

In creating a product designed specifically for Police Officers and entirely fit for purpose, the Project Team acknowledges that there is work to be done in design and technological refinement. The BCU recognise the results achieved to date and further development required and has committed funding for the project for the next two years at this juncture. The Project Team is currently in negotiation with partners to support this important work and they realise the potential for the application of the techology across the Force area in the future.

The Project Team and BCU are extremely proud of what has been achieved over the last six months, embarking on an idea sparked by innovative thinking, through to a National Pilot for Head Camera technological use across the Police Service. This has not been without noteworthy dedication and commitment from a small Project Team thinking big, consulting extensively and securing significant funds from key partners, in themselves great achievements.

Section 4: Endorsement by Senior Representative

Please insert letter from endorsing representative:

Dear Sir/Madam

As Deputy Chief Constable of the Devon & Cornwall Constabulary, I am very proud to present the above application from our Head Camera Project in Plymouth BCU. It is a project that I have been involved in from the initial stages and have been impressed by the dedication and commitment of the team throughout the last 18 months and over the 6 months of the National Pilot. It is testament to all officers involved in the Pilot that a successful outcome has been achieved.

As you are aware, the Constabulary must address the strategic priorities and targets set out by the Home Secretary in the National Community Safety Plan 2006-09 some of which may not impact upon the communities of Devon and Cornwall as much as they do elsewhere in the country. We work hard to ensure a balance is achieved between national priorities, serious criminality and the needs of our local communities, and we seek to ensure an integrated approach to targets, performance and service delivery. We aim to provide an efficient, effective service, responsive to local demand and which performs to a high standard at national level.

Policing in Devon & Cornwall Constabulary is about responding to the changes taking place in society at a national and local level. As society changes and new threats emerge, so does crime, and this is why we feel it is important to involve the community and other agencies in tackling criminal behaviour and the fear this can cause. By working together, we can identify community safety issues and joint solutions to deal with the underlying causes of crime and disorder.

The Government has set a target to reduce overall crime by 15% by 2008, to focus on not only acquisitive crimes such as burglary, robbery and vehicle crime, but to also tackle violent and drug related criminal behaviour. Alongside the Police Authority, the Constabulary recognises the impact these crimes can have on people, communities and businesses and we continue to focus our resources into targeted strategies and initiatives for crime reduction in these areas.

The Head Camera Project is such an initiative and it is clear to see from the evidence above that the use of Head Camera technology is the way forward in many aspects of Police work. It is not only of use on a day to day basis dealing with everyday crime, but can also be used to assist in training scenarios and major incidents. It has great potential and the Project Team is now working towards developing the equipment to ensure that we capitalise on all the benefits from this technology.

I would also like to emphasise the excellent partnership work both from a financial and logistical point of view, as without partner's contributions, the success of the Project could have been in doubt.. We work closely with the Crime and Disorder Reduction Partnerships to help target crimes that are of the most pressing concern to the public, and with the assistance of the local community, intelligence sources and our own neighbourhood beat managers, we ensure problems are identified quickly and specialist resources are deployed effectively. Head Camera technology is yet another tool to assist us in this endeavour and it has already proven itself to be a valuable asset in reducing crime, bringing more offenders to justice and more importantly increasing public reassurance.

I support this application wholeheartedly and can confirm the details of the Project as described above.

Yours faithfully,

DCC T MELVILLE
DEVON & CORNWALL CONSTABULARY

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.