



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: Norfolk Alcohol Crime Reduction Initiatives
2. Key issue that the project is addressing: Prevention of alcohol related crime and disorder and reducing re-offending for these offences.

Author contact details

3. Name of application author: Gavin Tempest
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Secondary project contact details

8. Name of secondary contact involved in the project: Daniel Harry, Partnership Co-ordinator, Norfolk DAAT
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10. Secondary contact telephone number: 01603 677565

Endorsing representative contact details

11. Name of endorsing senior representative from lead organisation: ACC Kevin Wilkins **OR** Colin Bland, CEO Broadland District Council (Chair Norfolk County Strategic Group for crime reduction)

12. Endorsing representative's email address: Wilkinsk@norfolk.pnn.police.uk **OR** colin.bland@broadland.gov.uk

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

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):

X

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: Alcohol related offending exploded in Norwich between 2000 and 2003 with violent crime increasing by 98.5%. 56% of offenders were aged 18 to 25 and 63% of those had alcohol as a contributory factor. During 2003-05 a CDRP initiative (Operation Enterprise) addressed this problem. Although successful in reducing violent crime by 33% there was still scope for improvement, with 7 injury violence offences per week remaining. Partners' assessment was that many of the initiatives eg. multi-agency licensing enforcement and standards for licensed operators were short term and further analysis was commissioned.

Analysis: Norfolk's Chief Constable engaged senior licensing chain representatives with Home Secretary Charles Clarke to explore future interventions to further reduce alcohol related offending. CDRP analysis also honed in on those in the 18-25 year age range identified as most at risk of offending and being victimised and who the licensing industry confirmed they were reliant on for most of their revenue. This identified a gap with lack of interventions to address the causes of the offending (alcohol) or to prevent those most at risk from committing further offences. The known rate of re-offending for serious alcohol related violence was 7.7%.

Response: For a more holistic response, young people and other habitual drinkers likely to or having offended accessed a group workshop intervention. The police conditional caution mechanism was used for less serious and enhanced alcohol arrest referral for more serious offences. A young persons' pub and club outreach targeted 'at risk' 18 to 25 year olds into the workshops (prior to them having committed an alcohol related offence or having become victims). Workshops facilitate groups of offenders/clients for; awareness, risks and impact of alcohol and to open routes for further help.

Over the period 1/2/07 to 31/12/07, 90 offenders went through this process.

Assessment: Benchmark figures were produced for two periods prior to the introduction of the workshops. Individuals undergoing the workshops were tracked to identify any re-offending. A comparison was then made between offending rates with the same periods after the workshops were introduced. On average there was a 4% reduction in re-offending. The average cost per person attending a workshop was reduced from £100 to £50 after the first 12 months. The average cost of offending (based on common assault) was estimated at £540. Individual case studies revealed significant benefits to the individuals in terms of health and lifestyle.

State number of words: 394

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 12.

Scanning:

Norwich like many other cities has seen an explosion in alcohol related offending. A thriving evening/night-time economy, Norwich city centre is one of the busiest in the region attracting revellers from across East Anglia.

Between 2000 and 2003 recorded violent crime increased by 98.5%. During 2003 a CDRP initiative (Operation Enterprise) was introduced to tackle this issue. Although successful in reducing alcohol related violent crime by 33% there was still scope for improvement as there remained the equivalent of about 12 recorded violence offences each weekend (7 with some injury). Indeed the partners' assessment at this time was that many of the initiatives eg. introduction of partner capable guardians to enhance high visibility policing, were short term. Further analysis was therefore undertaken to identify responses aimed more towards tackling the underlying causes.

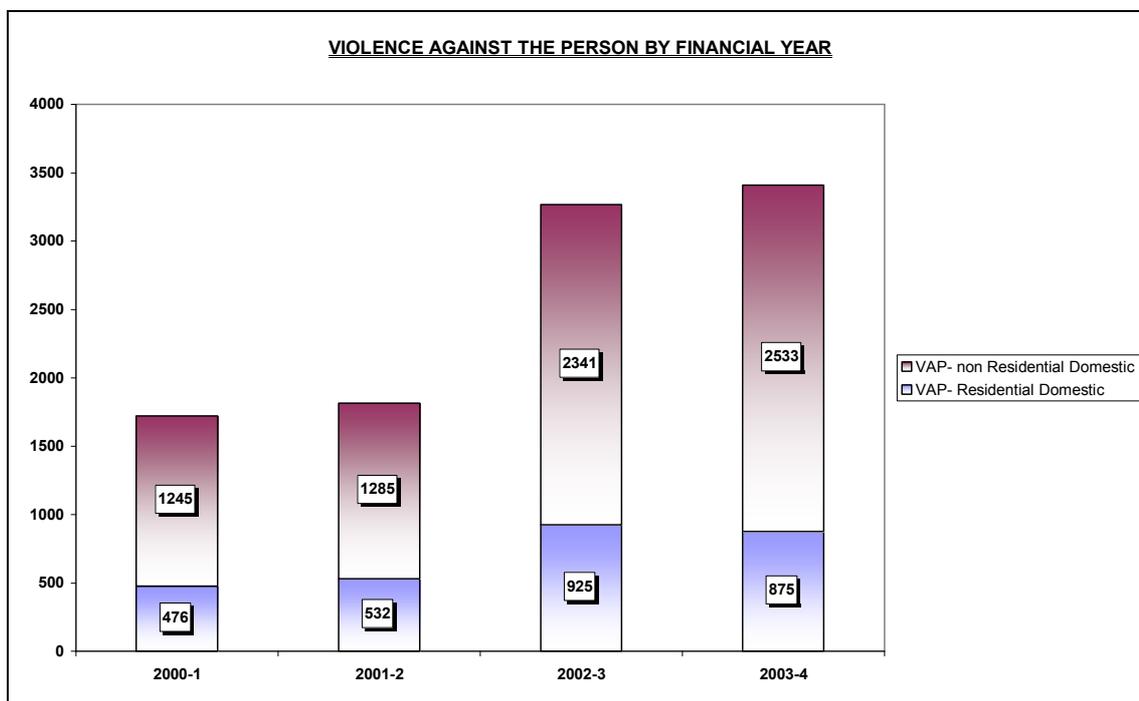
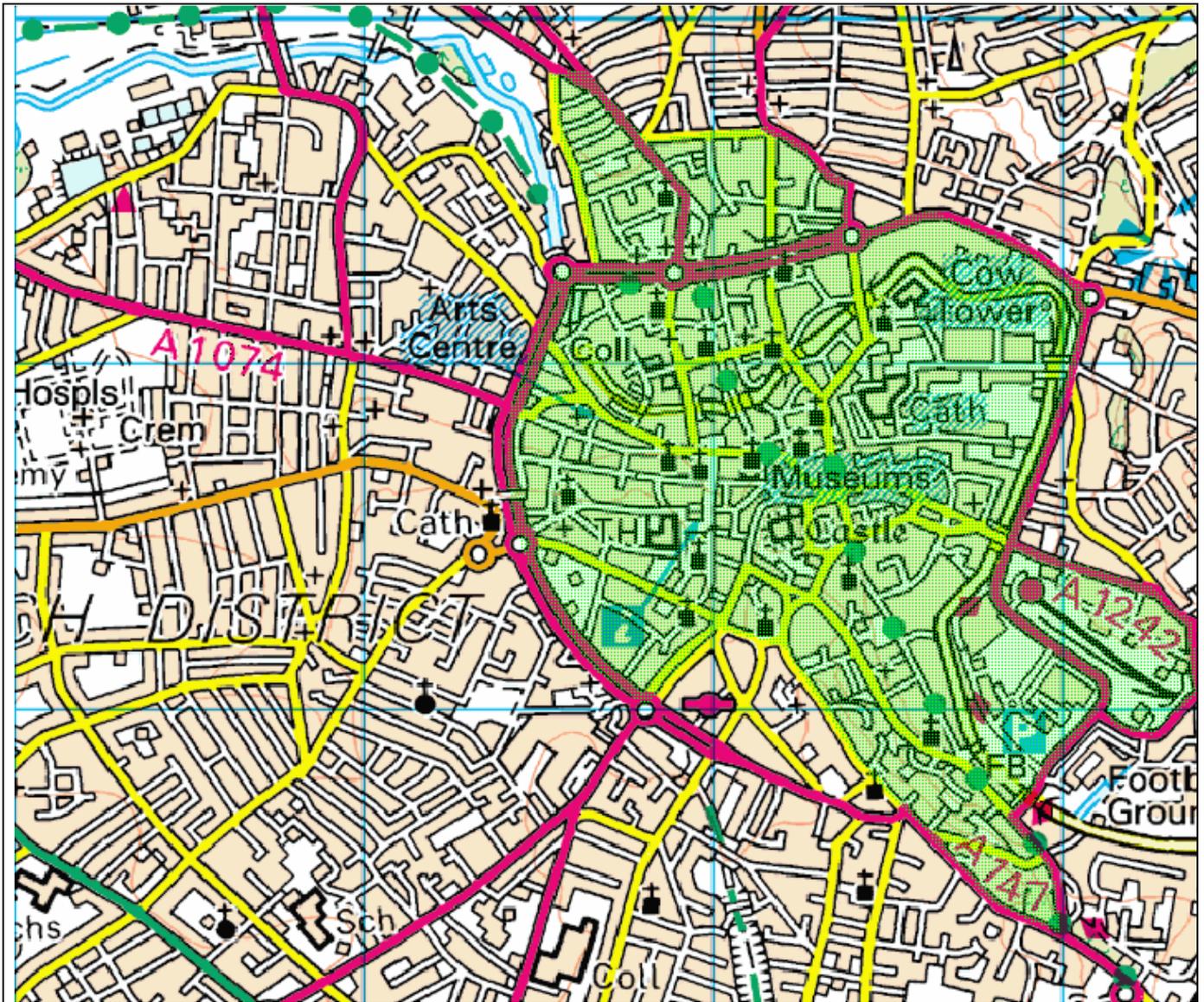


Figure 1 – purple shading shows violence in public places rising year on year (Norwich CDRP) (Source, Norfolk Crime & Disorder Audit data 2004) More in depth analysis showed a hotspot area associated with the Norwich 'night time economy' area.

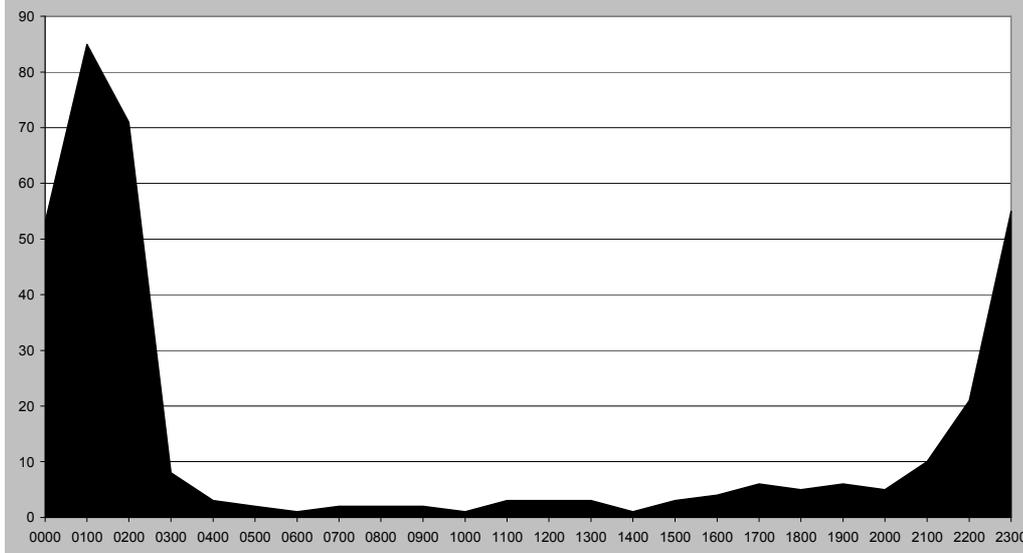


Features of the location – The hotspot 'Area', shaded green, contains the late night entertainment venues, particularly along Prince of Wales Road which accounted for 32% of all violence offences in Norwich. Over 50% of offences between 2003 and 2006 in this 'Area' occurred in or directly outside licensed premises and a further 20% in cafes/restaurants/take aways.

Features of the victim and offender

The drinking population within this night time economy, with the majority of offences committed late at night and on weekend evenings in line with national trends.

PEAK TIME OF DAY ANALYSIS FOR PRINCE OF WALES ROAD VIOLENT OFFENCES



For the period 2003 to 2006 56% of all offenders (detected) were aged 18 to 25 (Violent crimes)

There were 87 repeat violence offenders (injury violence) aged 18 to 25 years who committed 2 or more offences in this period of which 90% were male.

In the same period 63% of offences committed by 18 to 25 year olds were alcohol or drug related.

During this period the licensed trade manifestly changed marketing techniques aggressively targeting the younger drinker. So the promotion of 'alcopops' and bottled spirits easy to serve and clear away, redesigning of venues with emphasis on party drinking (groups standing close together - 'vertical drinking') and cheap drink/entertainment promotions were prevalent.

The financial cost of more serious violence (in terms of impact on victims, health and criminal justice systems) had been gauged at £18,000 per offence (Home Office Publication HORS 17: The Social & Economic Costs of Crime). A conservative estimate of this aspect of the cost of alcohol related crime caused by the repeat offenders over this 3 year period is £1½ million. The cost to society is harder to quantify, but, like many other large night-time economies, these crimes were having a significant damaging impact on reputation. People were being put in fear of going out and the City was losing potential visitors.

Safer Norwich Partnership (CDRP) led the ground breaking 'Operation Enterprise' initiative from 2003 to 2006.

Early phases of the Operation Enterprise initiative focussed on use of the media to combat a reputation once described as "lawless".

Other highlights include a range of interventions to reduce alcohol related violence inside licensed premises and on the streets (*location*), mainly associated with queuing to get in to venues, poor management and control and dispersal (*victims and offenders*). The interventions followed the Problem Analysis Triangle with work targeting these hotspots and responses ranging from;

- Standards protocols for licensed operators,
- multi agency enforcement targeting 'Top 5' risk assessed premises,
- reducing victimisation (young persons' outreach and SOS bus project).

Injury violent crime was reduced by 10% in this 'Area' between 2004 and 2006 despite an increasing population in the night time economy, the opening of a 'super club' on Prince of Wales Road and the impact of licensing deregulation. Injury violent crime has decreased by a further 27% in 2006 to 2007 showing continued success of the mainstreamed initiatives.

However the level of crime was still significant and there was a slight increase in the number of low level public order offences due to more targeted police enforcement and collaboration with Door Supervisor Teams and other 'capable

guardians’.

In 2005 to 2006 there were still 602 violence offences (357 involving some sort of injury) in the ‘Area’ the equivalent of 7 offences per weekend. The remaining 5 offences average per weekend resulted from positive police enforcement action, early arrests for offences involving drunken rowdy behaviour. There was still more to do in terms of prevention.

The multi-agency ‘Operation Enterprise’ Board, which included the Chair of Norwich City Centre Citizens’ Forum, representatives of the licensed trade, local service providers, and representatives from the CDRP commissioned a project to reassess the Norwich ‘Alcohol Harm Reduction Strategy’ (NAHRS). This included a gap analysis with current service provision mapped against NAHRS outcomes.

Analysis

Analysis comprised a number of stages. Initially statistics were prepared by the CDRP as follows:

Features of the location

A significant proportion of offences were associated with licensed premises. Tolerance to violence and aggression (during Operation Enterprise) was hugely reduced although there were still occasions where drunken offenders were found inside licensed premises. Multi-agency action on an ‘Alcohol Misuse Enforcement Campaign’ (AMEC) Christmas 2005 revealed 4 licensed premises still advertising drinks promotions and warned by the police who demanded the ejection of drunken people.

Features of the offender and victims

Alcohol related offending continued with criminal damage offences also featuring as a significant crime type with problem profile in the ‘Area’ including street furniture, and vehicles in the pedestrian routes leading to and from the main night time entertainment venues with offenders ‘lashing out’ on their way passed.

One of the most significant findings was that the distinction between the offender and the victim was blurred and was often situation dependant due to the level of drinking. A typical example was outlined by a police inspector who was administering a caution to a 19 year old female for an offence of assaulting a police officer. The circumstances were that she was in the hotspot area when her friend was arrested for disorderly conduct, she went berserk and hit the arresting officer in the head. Like all future ‘clients’ for the workshops she had been detained overnight on Saturday because she was too drunk to release from custody. At the time of being cautioned, when asked how much she had drunk, she could not remember although had been drinking “Sambuca shots” which were apparently double measures and being offered as a drinks promotion. She was not sure where she had been drinking but realised she must have been to a cashpoint at some stage to get more money for drink. She stated she enjoyed “getting off her head” and was likely to repeat this behaviour. There was no intervention for this individual or anyone else like her to break the cycle of offending or cause her to address the alcohol consumption that was behind it.

The second stage of analysis was for a workshop to be held which included the main stakeholders. This was facilitated by the Norfolk Chief Constable, involving Operations Directors and Executives from several national licensing/entertainment chains with Norwich General Managers and the, then, Home Secretary (Charles Clarke). The aim was to present to the operators the legacy concerns of the ‘Operation Enterprise’ programme prior to this being mainstreamed into partners’ service delivery. The emphasis was on developing co-operation with the trade to take their own action to continue the successes. Notable in this was a consensus that:

- The ‘Trade’ would support any initiative targeting ‘chronic’ drinkers (including active involvement and/or funding of schemes),
- The 18 to 25 year old group represented the biggest generator of revenue for the trade. In so many words they urged partners to “lay off the rights of passage young people”. This coincided with the programme’s ongoing findings that young people in this range were most likely to become offenders (and victims) in Norwich night time economy.

Equally this corroborated Norfolk Drug and Alcohol Action Team (DAAT) research that the same group made up the majority of ‘binge drinkers’ with greatest risk of becoming chronic drinkers and suffering adverse health outcomes as a result.

In essence the analysis identified there was a lack of interventions to educate the highest risk group (18 to 25 year olds) and prevent these from offending. Equally there was little co-ordinated effort to prevent future offenders (13 to

16 year olds) growing in to offending. It was therefore decided by the group that more interventions should be made in terms of 'chronic' drinkers and 'binge drinkers' at most risk to benefit a more preventative based and holistic alcohol harm reduction strategy.

Response:

During the analysis it was felt that the theoretical basis on which to approach this new initiative was to remove the excuses provided by the repeat chronic drinkers in their routine decision making (see Clarke, 2003). This group felt it was acceptable to drink heavily and get involved in crime as this was both promoted by licensing companies and normative behaviour in their peer group.

In 2005-06 the Project Team worked with Norfolk DAAT to pilot an Outreach service (Matthew Project). A local service provider (Norcas Training) was contracted to develop an intervention for groups of offenders. The purpose; to engender awareness of the effect alcohol has on their behaviour, to reflect on the consequences of their alcohol consumption in terms of committing the offence and its impact on others. The workshop addressed the potential damage on health and livelihood that alcohol misuse had and could cause.

During this pilot individuals were matched to workshops either by an alcohol arrest referral worker (attending Norwich Custody Centre on Saturday and Sunday mornings) or via Custody Sergeants who would offer attendance at the workshop as an alternative to being given a fixed penalty notice for disorder. The Project Director anticipated the introduction of the 'conditional caution' during the first half of the next year planning a more robust method for the police to direct individuals to attend.

In the initial pilot scheme for 'Alcohol Rehabilitation Workshops' (during the 2005 monitoring period) based in Norwich Custody Centre there were no individuals who committed a further alcohol related offence.

A process flowchart was produced for partners participating and police custody staff and investigating officers. A series of 'referral' and 'monitoring' forms were introduced to manage the process and evidence action in relation to offenders within the criminal justice system.

The Project Director held meetings with Norfolk DAAT to overcome potential bottlenecks for commissioning service providers (a lengthy process of competitive tendering). Discussions led to the possibility of 2 service providers participating in the scheme. The solution was to offer both a one year contract to be part of a pilot endorsed by the DAAT – the pilot to be used to evaluate the possibility of expanding service provision to become county wide rather than just Norwich. This was equally used to elicit the best and most economical service with the incentive for participating (charitable) organisations of potential future growth.

The intended outcomes for the Norwich project were recorded in the proposal to the Neighbourhood Renewal Board in a bid for funding.

Overall strategic outcome to reduce the harm caused by alcohol with output measures:

1. Outreach contacts
2. Outreach referrals into workshops
3. Alcohol Offenders seen in custody Mondays to Fridays
4. Offenders living in priority areas attending workshops
5. High risk individuals (other than offenders) attending workshops

The Strategy Manager for Norfolk DAAT used this as the basis for a supplementary bid to Norfolk County Strategic Group (crime reduction) for Norfolk second homes funding.

The initiatives comprising the response were designed to complement each other as follows:

1. Alcohol arrest referral worker recruited to visit Norwich Custody Centre 5 hours every Saturday and Sunday morning. Visit all detainees having been held overnight because of too much alcohol. Workers assess, signpost relevant treatment services and offer 'alcohol rehabilitation workshops' to the detainee (client).
2. Norcas Training to organise and deliver 'alcohol rehabilitation workshops' to a fortnightly programme aiming to get most number to each workshop (maximum 16 for 2 trainers) and notify the case manager of successful completion of workshops.

3. Police officers directing (low level) offenders onto workshops as an alternative to being given a fixed penalty notice. Once implemented, use police cautions subject to conditions that offenders attend workshops and do not commit another alcohol related offence in the next 6 months. An alcohol case manager to co-ordinate offenders from Norwich Custody onto workshops, track individuals and work with officers investigating cases to manage criminal justice requirements (including deadlines with CPS), and, where relevant arrange police cautions from Inspectors nominated and trained to do so.
4. Young persons' outreach to operate Friday nights into Saturday morning and Saturday nights into Sunday morning. Providing 'safety net' service linked to the SOS bus in Norwich. Engage and provide alcohol and drug harm reduction advice and offer voluntary referrals to the alcohol rehabilitation workshops.

The service providers met to agree draft service level agreements agreeing top line targets and how each of the elements of service provision would be linked to deliver the intended outcomes.

A breakdown of the funding sources is as follows:

Norwich Neighbourhood Renewal Fund 1/4/07 to 31/3/08 - £20,000
Norfolk 2nd Homes Fund (Area Based Grant) ongoing - £68,000
Norwich Neighbourhood Renewal Fund (Transitional Funding) 1/4/08 to 31/3/09 - £20,000
Norfolk Area Based Grant allocation 1/4/08 to 31/3/09 - £41,000
The budget is managed with a financial spreadsheet by the Project Director.

It was recognised the scheme needed promotion from practitioners (police officers and custody staff) and for potential clients. The workshops were reinstated in Norwich using the same format and venue (although training staff had changed). A potential blockage was poor take up from alcohol arrest referral. The Project Director consulted with partners to produce a leaflet for detainees promoting the scheme and serving as an appointment card (attached to this document). This was produced with 'user' involvement via the Matthew Project in Norwich and copies were made available in Norwich and then Great Yarmouth Custody Centres.

The Project Director gave a presentation to Norfolk Criminal Justice Board gaining their formal endorsement of the scheme (including use of the logo and media coverage). This opened the way for criminal justice partners (notably defence solicitors) to offer the scheme to their clients when they would otherwise not be eligible as they were charged to Court for more serious (alcohol related) offences such as gbh.

The aims and intended outcomes of the scheme and benchmark data was shared with the second busiest Custody Centre in the county (Great Yarmouth) and links were pursued with their (CDRP) 'Nightsafe' campaign. The Alcohol Case Manager facilitated the Matthew Project and Norcas Training to create a duplicate service for clients passing through Great Yarmouth custody centre with additional alcohol arrest referral work on Saturday and Sunday mornings and alcohol rehabilitation workshops every 3 weeks.

The outline of the workshop is summarised in an information letter to clients. Workshops facilitate groups of offenders/clients for; awareness, risks and impact of alcohol and to open routes for further help.

Several interventions were made to promote the use of conditional cautions. The Case Manager and an officer from the criminal justice unit conducted a programme of training sessions and personal visits to Norwich Custody Centre on Saturday and Sunday mornings to make this happen. During quarter 3 partners saw a gradual increase in the number of clients levered into the workshops with attendance for offenders now an alternative to going to Court for their offence.

The Outreach service delivered brief interventions and successfully linked with the SOS bus as a 'hand rail' for potential victims in the target area. It did not, however, result in any referrals onto the 'alcohol rehabilitation workshops'. The reason being client confidentiality, though the individuals were deemed at particular risk from their alcohol misuse, they were not happy to mix with those who had been arrested and they were reluctant to give their personal details for follow up visits when sober. The answer to this was to build a preventive workshop targeting students at the 2 further education establishments (University of East Anglia and Norwich City College) feeding many young people into the Norwich night time economy. Similarly the Matthew Project has been funded to work with the Youth Offending Team to tailor the workshop to young people assessed as most at risk because of their personal circumstances (in care, come to notice for street drinking etc).

The anticipated roll out of conditional cautions was delayed so throughput to workshops was lower than desirable (as

little as 2 clients on occasions). The majority of attendees at workshops over the first 2 quarters did so voluntarily as a result of seeing the arrest referral worker. The Project Director brokered with the Police Commander to waive the directive for sanctioned detections in order to increase the lever the police would have to direct low level offenders onto the scheme.

On 6/10/07 progress of the initiative against outcomes was presented to the sponsoring partnership (Norfolk County Strategic Group) who mandated the work to continue using 'second homes funding' with some proposals for development.

A further update was presented to both funding partnerships in March 2008 comparing progress against current and likely next round Local Area Agreement outcome indicators. As a result a further year has been funded through the Area Based Grant with mandate to extend this service across Norfolk.

Assessment:

There were progress meetings programmed with partners on 31/5/07 and 15/10/07 to review performance against targets and the process itself. These were documented as action plans.

A spreadsheet showing progress and logging ongoing management performance of the scheme across Norfolk is kept.

Re-offending before and after the (rehabilitation workshop) intervention:

In 2006, from 1st February to 30th June, there were 240 alcohol related offences committed (as recorded through detainees going into Norwich Custody Centre kept in to Saturday or Sunday mornings). 10 offenders re-offended within this time period.

During the same period for 2007 with the intervention, 117 offenders were referred by the outreach worker for the programme (117 possible clients).

47 actually attended workshops. 36 were voluntary attendees, 11 directed by the Police.

Of the 117, 2 have re-offended where alcohol was a contributory factor (they had attended the workshops voluntarily). No first time offender has re-offended to date.

The second benchmark period 1st July to 31st December 2006 (before the intervention) there were 362 alcohol related offences committed (resulting in arrest). 22 offenders re-offended where alcohol may have been a contributory factor within this time period.

In the same period in 2007 with the intervention, 138 offenders were referred or directed to the workshops and 43 actually attended. Of these 43, 3 have re-offended where alcohol was a contributory factor. Of these, since September 2007 there were 28 conditional cautions, 21 of whom attended the programme (the remaining 7 being summonsed to Court).

Dates	Total referrals	No. attending workshops	Voluntary (arrest referral worker for more serious offence)	Police referrals	Police referrals with conditional caution
Feb-March 07	49	25	25	0	0
April-May 07	35	12	12	0	0
Jun-July 07	37	10	8	2	0
Aug-Sept 07	32	9	7	2	5
Oct Nov07	50	21	12	8	15
Dec07-Jan08	64	25	13	5	11

The average cost per individual to provide them with a place on the workshop has reduced from £100 to £50 (combining negotiated reduction in cost with guaranteed client throughput using conditional cautions).

The Project Director set an overall target for the interventions for 150 clients to attend workshops aiming for no re-offending. Performance of the scheme has reinforced the analysis in that the target group definitely has the greatest likelihood of committing further offences. Partners had to redesign the way offenders were being tracked once they had completed a workshop to allow arrest referral workers time for follow up interventions for any for whom the workshop was not effective (ie. the small number who went on to commit a further alcohol related offence).

In summary the analysis shows a re-offending rate of 5% without the intervention. This is reduced to 2% with the intervention (less than 1% assuming the same re-offending rate in the potential population ie. all offenders going through custody during this period).

What cannot be described as routinely are the qualitative outcomes of the workshops, which provided some very powerful stories. Individual stories of lives being turned round, for example a chronic alcoholic who habitually drove his car while drunk attended the workshop as the first intervention he had been through. The effect of being made to reflect on how he could damage other people's lives by his offending behaviour was dramatic. Had this not happened there would have been no check on his drinking habits with potential fatal consequences.

Effectiveness of young persons' outreach

As mentioned the anticipated link between outreach and offender rehabilitation workshops did not work.

As a measure of effectiveness of group sessions delivered to Norwich City College a follow up survey was administered to delegates. Although a small sample size was used for the follow up survey the results point towards success as follows:

- 1) Do you take more precautions as a result of the training session you attended?

Yes	No	Sometimes
16	4	8

- 2) Do you feel more or less at risk when going out as a result of the training?

More at risk	Less at risk	No different
1	13	14

- 3) Have your drinking habits changed for the better as a result of the training session you attended? (e.g. do you drink less, or less frequently, do you have non-alcoholic drinks between drinks, do you plan who you go out with and/or your journey home etc)

Not changed	Changed a little	Changed a lot
6	18	3

This is assessed as successful in terms of altering behaviours of a group within the target 18 to 25 year old population most at risk of offending or becoming victims. The partnership believe further investment is needed to develop 'awareness' programmes for young people most at risk (in care, being monitored by the Youth Offending Team etc).

A number of shortfalls with the scheme came out. Initially there was poor take up from Police Custody Officers and some reluctance to promote the scheme and facilitate the alcohol arrest referral worker to engage with detainees. Police Officers encountered a barrier to the 'stick' approach ie. mandating offenders to attend workshops because of their target to increase sanctioned detections. Any detainee for which there was a case with evidence of a recordable crime who went on workshops would still have to be given a fixed penalty notice for disorder or a formal police caution. The only option apart from persuasion therefore was to offer a caution in lieu of a fixed penalty disposal of the case. This was a disincentive for the offender as they would not gain a formal criminal record by paying the fine.

Based on a reduction of 27 offences in a 12 month period (average cost £540 for common assault, £510 for criminal

damage) this would represent a saving of **at least** £14,580 in terms of impact on victims, health and criminal justice services (note one wounding is estimated at £18,000). Assessment is that this is the minimum outcome expected as the conditional caution process continues to develop across Norfolk increasing the number of clients going to each workshop.

Since the inception of this work there have been 2 other group interventions trialled across the UK (Source - National Community Safety Network). Mainly only one to one interventions (such as arrest referral) are offered.

On 16/10/07 the Home Office announced pilot funding for Alcohol Arrest Referral Projects (168/07).

Dr Tim Hedges (Go East lead on tackling substance misuse) has visited the programme to feedback into national developments.

State number of words used: 3988

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

Norfolk Constabulary

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Kevin Wilkins

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Mr Alex Blackwell
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Your Ref:
Our Ref: KW/lmp
Please reply to: T/Supt G Tempest

Date: 21st April 2008

Dear

Subject: Tilley Awards 2008 Norfolk Application – Norfolk Alcohol Crime Reduction Initiatives

On behalf of Norfolk Constabulary and Norfolk County Strategic Group for crime reduction, I am pleased to endorse this application.

This is a leading edge and ambitious approach to, what has unfortunately become a common problem for CDRPs in this country. It uses the SARA model to build on a successful Safer Norwich Partnership initiative which concluded in 2006 when most of the problem solving approaches had been mainstreamed by partner services. There is a strong analytical link with the licensed trade as a major stakeholder and the responses look to long term solutions to reduce alcohol related crime in years to come.

This is one of three Tilley Award applications from Norfolk, each addressing very different types of problem and I forward it for your consideration.

Yours sincerely

Kevin Wilkins
Assistant Chief Constable

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. 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.