



# Home Office

## Crime Reduction & Community Safety Group

### Tilley Awards 2008 Application form

Please ensure that you have read the guidance before completing this form. ***By making an application to the awards, entrants are agreeing to abide by the conditions laid out in the guidance.*** Please complete the following form in full, within the stated word limit and ensuring the file size is no more than 1MB. Failure to do so will result in your entry being rejected from the competition.

Completed application forms should be e-mailed to [tilleyawards08@homeoffice.gsi.gov.uk](mailto:tilleyawards08@homeoffice.gsi.gov.uk).

All entries must be received by noon on **Friday 25<sup>th</sup> April 2008**. No entries will be accepted after this time/date. Any queries on the application process should be directed to Alex Blackwell on 0207 035 4811.

#### Section A: Application basics

1. Title of the project: **BIG Attack on Graffiti**
  2. Key issue that the project is addressing e.g. Alcohol related violence: **Graffiti**
- Author contact details**
3. Name of application author: **Michael Lake**
  4. Organisation submitting the application: **Lincoln Business Improvement Group**

5. Full postal address:  
**Lincoln Business Improvement Group  
First Floor  
Sibthorp House  
351-355 High Street  
Lincoln  
LN5 7BN**

6. Email address: **street.manager@lincolnbig.co.uk**
7. Telephone number: **01522 545424**

#### **Secondary project contact details**

8. Name of secondary contact involved in the project: **Matt Corrigan**
9. Secondary contact email address: **matt@lincolnbig.co.uk**
10. Secondary contact telephone number: **01522 545233**

**Endorsing representative contact details**

11. Name of endorsing senior representative from lead organisation: **Matt Corrigan (Chief Executive)**

12. Endorsing representative's email address: **matt@lincolnbig.co.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: **Government Office East Midlands**

**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:**

Lincoln's Crime Audit (2004) showed that criminal damage accounted for 25% of all crime in Lincoln. Hot Spots were identified in the city centre, and the accompanying perception survey showed residents were "*especially anxious about crimes such as [...] graffiti and vandalism*". A survey of local businesses in 2005 indicated concern about the way in which environmental crimes such as graffiti could impact upon the appearance of the built environment.

An Environmental Visual Audit identified that graffiti was the most prevalent factor.

**Analysis:**

Spatial and temporal analysis of police data did not contribute anything useful in terms of understanding the problem. A more in-depth Graffiti Audit was conducted in Lincoln city centre, where 47 instances of graffiti were recorded in a four week period.

Data collected were then mapped to identify three graffiti hotspots, and by weighting instances of graffiti according to their size and impact, a simple means of establishing a baseline was developed.

Graffiti to commercial premises (43%) and graffiti to street furniture (46%) accounted for almost 90% of the graffiti discovered. 94% of graffiti, at that time, was attributable to one person.

**Response:**

Police and Warden patrols to graffiti hotspots were conducted both to catch and deter offenders. One offender was brought to justice as a result.

Covert CCTV was installed in one hotspot and captured the images of two graffiti offenders. The offenders have however, never been identified.

Further research identified the potential to disrupt offending cycles by rapidly removing graffiti once applied. LincolnBIG made the strategic decision to direct human and financial resources to implement this methodology and set the objective of reducing graffiti in Lincoln city centre by 50% by the end of 2007.

**Assessment:**

There was 57% less graffiti in Lincoln city centre in December 2007 than there was twelve months earlier.

Three offenders were brought to justice, and details/images of 47 known graffiti 'tags' have been recorded on an AIMS database.

Graffiti was removed from 203 sites during the twelve month period at an estimated cost of £15,500. The economic benefits of the removal of this graffiti are estimated at over £93,000.

The scheme which is business-lead, business-managed, and business-funded demonstrates that the private sector can work strategically to create sustainable solutions to persistent problems within our communities.

The scheme is sustainable and transferable to other towns or cities where a Business Improvement District initiative is in place, or contemplated.

**State number of words: 399**

**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:**

Research from Sweden concluded that *'Illegal graffiti is the visual impression of an uncaring and indifferent society, where small crimes can lead to bigger crimes. Without exception, failure to identify the whole problem accurately and take a proactive approach in the early stages, encourages illegal graffiti to continue to escalate until resources or the cost of effective control is beyond the means of many administrations'* (Nordic Conference on Graffiti, October 1990).

Lincoln is a historic city with over 3 million visitors each year. Much of Lincoln city centre is business-related. There are 581 outlets in the city centre with a total floor-space of 1,486,100 square feet.

The Lincoln Crime Audit 2004 shows that criminal damage accounts for 25% of all crime reported in the city and one third of that crime occurs in the city centre. A perception survey conducted as part of the Crime Audit showed that residents are *"especially anxious about crimes that have an adverse environmental impact; such as graffiti"*.

A survey of local businesses in 2005, showed that many of them were concerned about the way in which environmental crimes such as graffiti could impact upon the appearance of the built environment. High standards in shops and offices were often negated by poor environmental standards within the built environment. Accessing the city centre via poorly maintained alleyways was of particular concern.

An Environmental Visual Audit was conducted in Lincoln city centre in September 2006 to determine which aspects of adverse environmental appearance were most prevalent. The audit indicated the extensive presence of graffiti in the city centre.

An in-depth Graffiti Audit was conducted in Lincoln city centre where 47 instances of graffiti were recorded in a four week period.

Police data for the same period show that 22 offences of criminal damage were reported in the twelve month period; raising concerns that the issue is significantly underreported.

### **Analysis:**

#### **History of the Problem**

Graffiti is a historic problem and there is some evidence of medieval graffiti on historic buildings within the city.

Anecdotal evidence suggests it has got worse as the student population has grown following the opening of Lincoln University city centre campus in 1996.

In recent years enforcement action has been sporadic with no known offenders being brought to justice in the city centre.

Efforts to clean graffiti have been uncoordinated with graffiti in the public realm being cleaned on a reactionary basis by the local authority. Racial, Homophobic or obscene graffiti is prioritized and removed swiftly. Other graffiti is removed when resources permit. The system relies upon reports from third parties before removal is considered and does not tackle graffiti on privately owned property except on a charging basis. Another constraint is that much of the graffiti is in passageways that are inaccessible to specialist-graffiti cleaning equipment.

Graffiti to private property was being dealt with on an *ad hoc* basis by the victims. Where the victim is a commercial premise, delays in cleaning occurred whilst contracts are issued.

Where the victim is not present on-site e.g. on-street utility boxes, the cleaning response has been extremely slow or non-existent.

There is one known instance of a graffiti-victim within the city centre being served with a Defacement Removal Notice under the Anti-Social Behaviour Act 2003.

The net impact of the pre-existing regime is that graffiti, once applied was sometimes allowed to remain for extended periods of time before being removed.

### **Analysis: Geographic Profile**

The location under consideration is Lincoln City Centre as defined in the Lincoln Business Improvement Group's business plan. The area is approximately three quarters of mile long and half a mile wide. The area contains 100 named streets, squares, and passageways to which the public have access, together with numerous other semi-public areas such as car parks and the Bus Station.

The residential population in the city centre mainly consists of students who attend one of three higher education establishments within the city.

### **Analysis of Location-Specific Data**

#### **Police Data**

GIS analysis of police data for offences of Criminal Damage committed in Lincoln during 2006, indicates that the incidence of criminal damage in Lincoln city centre area was twice that for the city as a whole. Two hot spots were identified; one being the Sincil Street area and the other near the Police Station.

An in-depth analysis was conducted for one of the hot spots. The hotspot around Sincil Street comprised of 22 offences and the majority of these were arson (8 offences) and damage to a building other than a dwelling (7 offences).

Home Office Statistical Bulletin "Crime in England and Wales 2006" suggests that only 31% of damage is actually reported. Police data for the period were surprisingly low and contributed little to the understanding of the problem. They were therefore considered as not being sufficiently robust to reflect the *status quo* and more detailed audits were conducted.

#### **Environmental Visual Audit**

An audit of detrimental environmental factors was conducted across the city centre. This identified that graffiti was the most prevalent adverse factor that was visible within the public domain.

#### **Graffiti Audit**

During this study, City Centre Wardens photographed all new graffiti found in Lincoln city centre over a four-week period in September 2006. 47 instances were recorded. Wardens also recorded the date and location where the graffiti was found to facilitate a mapping exercise (Image 1 below).

Mapping of the data from the Graffiti Audit indicated a hot spot:

- St Peter's Passage is 75 meters long and was almost completely covered in graffiti to the brickwork on both sides for its entire length.
- Secondary clusters were also identified at the Bus Station and Wigford Way area.

#### **Using the Graffiti Audit as a Measure**

Further analysis was conducted to determine the approximate scale of the graffiti that had been applied. A weighting factor has also been applied to reflect the comparative impact of the graffiti. The weightings reflect visual impact and time/cost of removal.

- Small (less than A4 size) – weighting factor = X 1
- Medium (less than the size of a standard door) – weighting factor = X 2
- Large (Bigger than size of standard door) = X 4

**Baseline score**

Using this methodology, a baseline graffiti score was established

Size	Number found	Weighting factor	Totals
Smaller than A4	19	1	19
Smaller than a standard door	18	2	36
Bigger than a standard door	10	4	40
<b>Total</b>	<b>47</b>	<b>Weighted Score</b>	<b>95</b>

**Table 1: Graffiti Audit - Baseline Score**

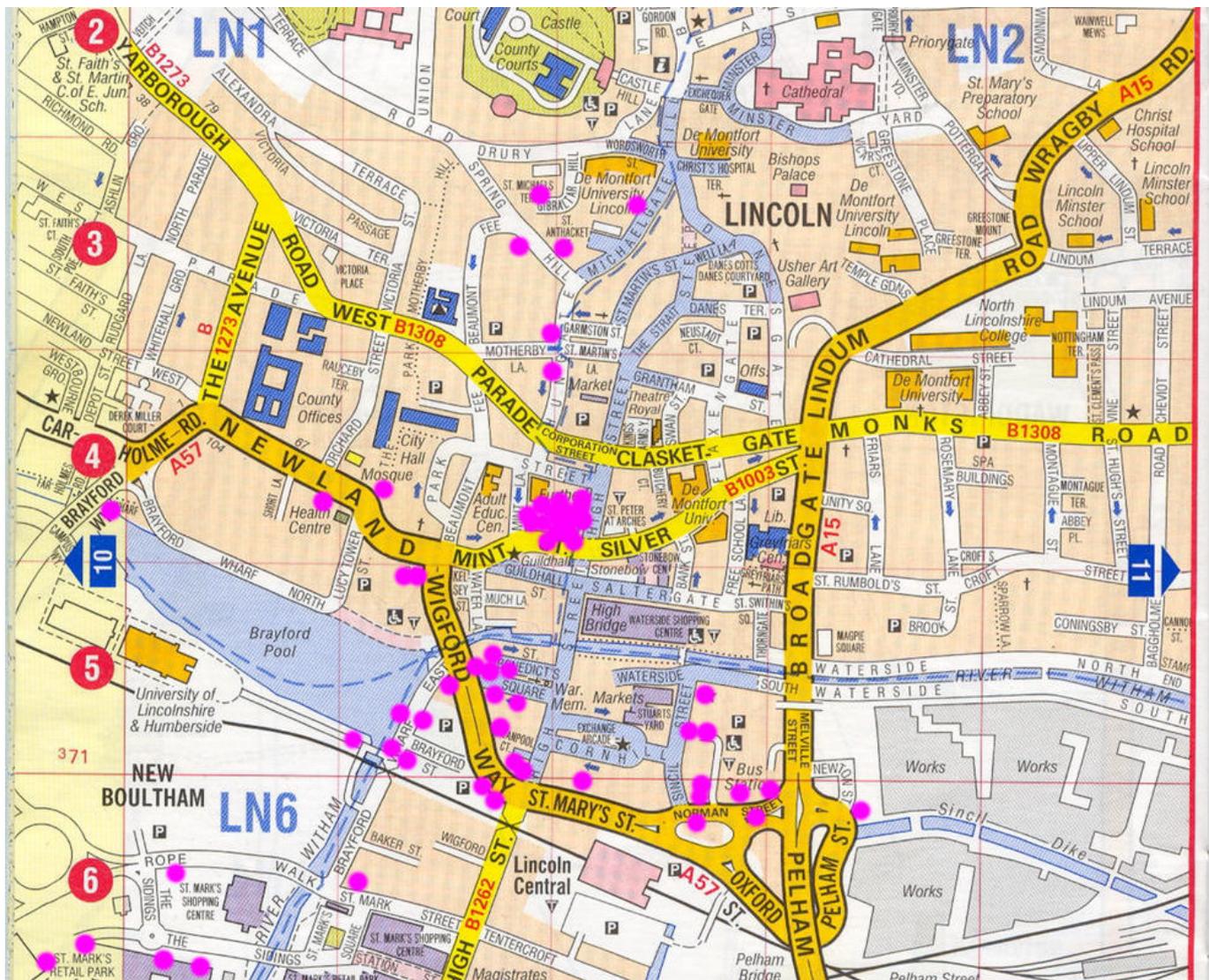


Image 1: Lincoln City Centre Graffiti Hot Spots

Key: Instance of Graffiti = ●

### **Location: Victim Analysis**

Analysis of the images from the Graffiti Audit was conducted to determine the nature of the objects to which the graffiti had been applied.

- Street Furniture e.g. utility boxes, litter bins and traffic signs: 46%
- Commercial Premises e.g. fire exits and walls: 43%
- Other: 12%

### **Location: Offender Analysis**

Police sources indicated there were three *known* graffiti offenders brought to justice in Lincoln city centre in 2006. One of the offenders was profiled: He was male, white 15 years old, living in a small village 3 miles from Lincoln. He brought the spray paint from home. The other two offenders were not profiled.

Analysis of images taken during the Graffiti Audit reveals that 94% of the graffiti contained the word "PENS EP" "PENS" or "EP" giving a clear indication that one person was probably responsible for most of the graffiti in this period.

The images also show that a black or white marker pen was used on almost all of the small or medium attacks, whilst spray paint was used on almost all of the larger attacks.

### **Response:**

#### **Response: Capable Guardian**

Lincoln City Centre benefits from an excellent security group which includes:

- An extensive fully-monitored CCTV system covering all major streets and public spaces.
- A dedicated Neighbourhood Policing Team of one constable and four PCSOS who stepped up patrols to graffiti hotspots
- Two City Centre Wardens who regularly patrol graffiti hotspots, together with numerous security staff and door supervisors.
- A multi-agency intelligence-led Security Group. The LincolnBIG Security Group is formally structured, with dedicated staff. Data exchange on crime trends routinely takes place between all members of the security group within the ambit of agreed protocols to ensure that measures are targeted effectively.
- Effective communication takes place strategically via shared systems, and at an operational level via a dedicated radio network linked to the CCTV Control Room.

#### **Response: Offender**

Although not statistically correlated, further examination of the Graffiti Audit data seems to show that the larger (more time-consuming) items of graffiti tend to be in areas where observation by passers-by is at its lowest; such as in passageways or to the rear of commercial premises. Whereas graffiti which appears in areas where there is high footfall, and a CCTV presence tend to be small (rapidly applied) and usually consisting of a single word or initials written with a marker pen. This suggests that the offender is prepared to spend more time at sites where they feel confident they will not be caught.

A close partnership was formed with officers from the City Centre Neighbourhood Policing Team. Inquiries were made with local intelligence sources and intelligence was shared with the National Graffiti Database (British Transport Police) to determine the identity of the person responsible for the tag "PENS EP". These inquiries were not productive.

RIPA authority was requested for the installation of covert CCTV cameras in one alleyway identified as a hotspot. There was some initial resistance to this request but authority was granted and the Neighbourhood Policing Team had cameras installed in Spring 2007. The camera was *in situ* for six weeks during which time the images of two graffiti artists were captured on film. Little of the offender's faces were recorded however and, to date, the offenders have not been identified.

City Centre Wardens continued checking graffiti hotspots and taking photographs of graffiti. And, by Spring 2007, it was apparent that at least a dozen other 'tags' were now regularly appearing in the city centre.

The decision was made to purchase an AIMS system which would allow all graffiti in the city centre to be accurately recorded together with images and a fully-searchable index of tags.

Although three offenders were brought to justice only one offender was identified as a direct result of increased patrols by the Neighbourhood Policing Team to the area. The manner, in which he was identified however, reflects the close partnership that exists.

- Fresh graffiti was found in a passageway by a City Centre Warden and photographed. They searched the area and recovered aerosol cans.
- Officers from the Neighbourhood Policing Team commenced inquiries which lead to a 15 years old youth being brought to justice.

### **Response: Suitable Target**

#### **Suitable Target – Access**

All targets are readily accessible within the public domain. They are however frequently there for a specific function so target hardening or target removal are not usually viable options.

#### **Suitable Target – Value**

Applying graffiti to property within the public domain is unlikely to be financially rewarding to the offender, but the target may be valued for the *effect* that the graffiti has on it. Reasons could include:

- *For Play or Tell* – where graffiti is applied just for the fun of it or as an expression of “I am here” to mark out territory. Most of the graffiti in Lincoln city centre falls into this category.
- *To intimidate* – where racist, homophobic or sexual graffiti is used to intimidate individuals or groups. A small minority of graffiti in Lincoln falls into this category.
- *An expression of protest or satire* - an act of free expression to protest against some form of authority. There have been no known examples of this type in Lincoln city centre since September 2006.
- *For artistic reasons* – it has been suggested that a “graffiti subculture” exists – sometimes linked to Hip Hop music - with its own value systems. It is possible that some of the larger items of graffiti in Lincoln city centre fall into this category.

Given, as stated above, that graffiti is often allowed to remain *in situ* for protracted period of time before it is removed, this can only increase the value that the offender derives from applying the graffiti. It therefore follows that; if the graffiti are rapidly removed then this would reduce the payoff.

#### **Response – Reducing the Payoff**

Some capacity to remove graffiti was already in place. City of Lincoln Council contractors have power washers and other equipment that are capable of removing large areas of graffiti.

However, much of the graffiti in Lincoln city centre is in alleyways which make it difficult or impossible to gain access with specialist vehicle-mounted graffiti-removal equipment.

It was decided therefore that any new initiative should fill the gap in existing service provision rather than trying to replace it.

### **Response - LincolnBIG's Graffiti Removal Initiative**

#### **Resource Planning**

LincolnBIG took the strategic decision that the removal of graffiti contributed to their aim of making Lincoln brighter, cleaner and more welcoming and decided to invest resources to remove graffiti. It was anticipated that the initiative would require the following resources.

#### Lead Organisation (LincolnBIG)

- Management Time – 6 hours per week
- Wardens Time – 15 hours per week
- Materials - £2,500 per year
- Information Management System - £200 per year (licence)
- The LincolnBIG Street Manager agreed to meet these commitments from existing resources.

#### Support Organisations

- City of Lincoln Council – no cost over and above existing commitments
- Lincolnshire Police – no costs over and above existing commitments
- Safer, Stronger Communities Board £18,500 capital for equipment
- National Probation Lincolnshire – nominal costs for personal protective equipment

Between 1<sup>st</sup> January and 31<sup>st</sup> December 2008 city centre wardens removed graffiti from over 200 locations. Some locations contained multiple instances of graffiti.

#### **Case Study: St Peters Passage**

St Peter's Passage is some 75 metres long and almost every square inch of it had been covered in graffiti (image 2).

During the summer of 2007, Wardens spent two weeks painting to obliterate all the graffiti (image 3).

Over the following few weeks graffiti started appearing again but, in every case, the wardens responded swiftly and painted it again.

Gradually, instances of graffiti started to slow down and none have now been reported in the passage in the past three months.



Image 2: St Peter's Passage Before



Image 3: St Peter's Passage After

#### **Key features** of the initiative are:

- If the graffiti is in a place to which the public have access, then it will be considered for action regardless of who owns it.
- Removal or obliteration of graffiti will take place promptly with priority being given to known hotspots or graffiti that is of a racial, sexual or homophobic nature.
- There will generally be no charge for the service regardless of who benefits.
- The initiative is managed by LincolnBIG's Street Manager who identifies priority areas for intervention and collates intelligence about graffiti tags on the AIMS database. Intelligence is shared with partners.
- The initiative is managed by LincolnBIG's Street Manager and implemented by their City Centre Wardens.

## **Aims and Objectives**

The initiative works towards the **aim** of *raising the quality of experience of the city centre for businesses, residents and visitors.*

Its **objective** is to reduce crime that has an adverse environmental impact by reducing the amount of graffiti, in areas to which the public have access, in Lincoln City Centre.

The targets are:

- To reduce the extent of graffiti in the designated area by 50% by 31<sup>st</sup> December 2007
- To ensure graffiti levels do not exceed that level after 31<sup>st</sup> December 2007 (to be measured quarterly)

Measures

- Instance & scale of graffiti as determined by graffiti audits

## **Anticipation and Management of Difficulties – Mobility and Equipment**

In the absence of specialist equipment such as power-washers, The scheme has focused upon low impact measures to remove graffiti. An additional constraint is that, as staff patrol on foot, all equipment has to be portable. Methods and equipment used include:

- Nail Varnish Remover – used for removing a wide range of solvent-based marker pen graffiti
- Degreasing Agents – used in a hand-held spray to remove oil-based materials
- Graffiti Wipes – used to remove a wide range of graffiti from hard surfaces
- Wire Brush – Used to remove graffiti from small areas of brickwork
- Masonry Paint – Used to obliterate graffiti from large rendered surfaces or brickwork.

## **Anticipation and Management of Difficulties – Rapid Response**

Potential difficulties were anticipated in three areas

1. Getting permission from the victim to do the work may involve lengthy negotiations with head offices or landlords. The difficulty was circumvented by offering the service at no cost meaning that decisions can be made swiftly by local managers.
2. There could be delays in procuring materials to perform a task. This was circumvented by investing in wide variety of paint, tools and cleansing agents which are held in stock in a store room in the city centre.
3. There could be delays in tackling graffiti which is discovered out of hours or at weekends. This was circumvented by empowering wardens to undertake small works in their own initiative. They have unfettered access to all tools and materials at all times.

## **Ongoing Review - Mobility**

Mobility was recognised as an issue at an early stage. Constraints on mobility include the facts that: much graffiti is in narrow passages meaning access is difficult for conventional vehicles; and that, as much of the city centre is pedestrianised vehicular access is prohibited. Additionally, the wardens did not have access to any sort of vehicle.

It was therefore initially decided that the wardens would operate as pedestrians conveying tools on hand carts and barrows. Not only was this environmentally-friendly but it was also a low cost option.

It soon became apparent however, that transporting equipment to the peripheral areas of the city centre was extremely time-consuming. And, as the historic part of our city centre is located at the top of a steep hill, the journey was also making excessive physical demands on the wardens.

With funding from the Safer, Stronger Communities Board, a custom-built small electrically powered truck has been purchased. The vehicle is small enough to go down all but the narrowest of passages and with a 10MPH maximum speed; it can safely operate in pedestrian zones and running costs are low. The vehicle will be commissioned in May 2008.

### Ongoing Review – Human Resources

A review showed that commitment from Wardens averages at 22.5 hours per week (more than anticipated) whilst management time is closer to 4 hours (less than anticipated).

### Partner Support - Restorative Justice Scheme

Publicity generated by the scheme prompted an approach to lincolnBIG from National Probation Service Lincolnshire. They offered support to the scheme by way of offering placements for unpaid work undertaken by offenders on the Community Payback scheme.

LincolnBIG has signed an agreement with the National Probation Service Lincolnshire where offenders regularly complete unpaid work tackling graffiti in the city centre under the direction of the Street Manager and City Centre Wardens.

The scheme provides one worker for four six-hour sessions every month.

### Sustainability, Funding and Transferability

If the project has a strength it is that it has dedicated human and financial resources to tackle an issue that almost everyone agrees is important, but which was often neglected for various reasons.

Funding for these dedicated resources is derived, via a Business Improvement District levy, from the businesses in Lincoln City Centre. Funding is secured until 2010 when the businesses vote whether they wish to proceed for another five years.

However, for every £1 that LincolnBIG derives from the levy, it obtains a further £2 in other grants and its own trading revenue. It is therefore highly likely that the initiative *would* continue (in a scaled-down form), even if businesses discontinued their support.

There are no known reasons why the scheme could not be adopted by other towns and cities which have designated Business Improvement Districts and where a robust partnership exists.

### Assessment:

#### Graffiti Audit – December 2007

The City Centre Wardens repeated the Graffiti Audit exercise in December 2007 when all graffiti in the city centre was again photographed and analysed.

Size	Number found	Weighting factor	Totals
Smaller than A4	5	1	5
Smaller than a standard door	13	2	26
Bigger than a standard door	2	4	8
Total	20	Weighted Score	<b>39</b>

Table 2: Graffiti Audit - December 2007 Score

#### Analysis of results of Graffiti Audit

The number of Graffiti found in December 2007 was 20 compared with 47 in September 2006. This represents a reduction of 57%.

When weighted for impact, the score reduced from 95 in September 2006 to 39 in December 2007. This represents a weighted score reduction of 59%

Clearly the biggest impact has been in tackling large items of graffiti which have reduced from 10 which were applied in September 2006 to 2 applied during December 2007.

There was also a large reduction in the number of small graffiti which reduced from 19 to 5.

There is a small reduction in the number of medium-sized graffiti.

### **Other Indicators**

During the same period three people were brought to justice by Lincolnshire Police for applying graffiti in Lincoln City Centre.

The AIMS database now contains detailed records of 47 styles of graffiti tag that have been found in Lincoln city centre. Each record is fully searchable and provides a history of the time, date and location together time-spent removing it.

City of Lincoln Council contractors have removed at least six large items of graffiti in the city centre during the same period.

### **Qualitative Evidence of Impact**

When wardens perform a task they leave a pre-paid-reply postcard describing the work done and invite comment. However, only a relatively small proportion of cards issued are actually returned.

Some of the cards that have been returned relate to graffiti removal. All of the cards contained positive remarks about the work. Comments include

- *Very fast, quick, impressive service. Well done*
- *Thank you for removing the graffiti so quickly.*
- *Nice painting! Keep up the good work.*

### **Cost Benefit Analysis of Graffiti Removal**

#### **Economic & social costs of crime**

Home Office Research Study 217 provides useful data on the economic and social costs of crime to society. The study, published in 2000, identifies the following average costs for criminal damage committed against commercial or public sector victims.

	£.
Security expenditure	340
Insurance administration	20
Value of property damaged	440
Lost output	30
Criminal justice system (including police)	60
<b><u>Average Cost</u></b>	<b><u>£890</u></b>

If only two of the cost factors are taken into consideration (value of property damaged & insurance administration) – and applied across 203 examples of graffiti removed during 2007 -

**The estimated benefit is: £93,380**

#### **Estimated costs of graffiti removal**

	£
Management Time – 4 hours per week	3200
Wardens Time – 22.5 hours per week	9600
Materials & equipment budget	2500
Software licence	200
<b><u>Total estimated cost of scheme</u></b>	<b><u>£15,500</u></b>

## Conclusions

The results indicate that the incidence of graffiti in Lincoln city centre has reduced.

The level of reduction (57%) exceeds the target of 50%.

Benefits of the scheme are more than six times the cost of operating it.

Although graffiti removal is important, the success of this scheme is also dependent upon

- More uniformed patrols to increase capable guardian presence
- Robust enforcement action to bring offenders to justice, and
- On-going data-recording and analysis to ensure all activity is targeted effectively

The scheme which is business-lead, business-managed, and business-funded demonstrates that the private sector can work strategically to create sustainable solutions to persistent problems within our communities.

The scheme is sustainable and transferable to other towns or cities where a Business Improvement District initiative is in place, or contemplated.

**State number of words used: 3958**

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

Lincoln Business Improvement Group  
First Floor  
Sibthorpe House  
351-355 High Street  
Lincoln  
LN5 7BN

To whom it may concern

### **Re Tilley AWARD 2008**

I am the Chief Executive of Lincoln Business Improvement Group. We are a not-for-profit company concerned with city centre management. Copies of our Business Plan are available on our website at <http://www.lincolnbig.co.uk/>

The company employs a part-time Street Manager and two City Centre Wardens to raise the quality of experience of the city centre for businesses, residents and visitors.

I confirm that this entry prepared by our Street Manager Michael Lake accurately reflects work conducted since September 2006 and that supporting evidence is available for inspection if required.

Our key partners in the project have been made aware of the entry and I know of no reason (e.g. criminal or civil proceedings) why it cannot be submitted.

Matt Corrigan  
Chief Executive

Lincoln Business Improvement Group  
Registered in England Company No. 4662323  
Registered Address: Chatterton House, 2 Low Moor Road, Lincoln LN6 3JY

### **Checklist for Applicants:**

1. Have you read the process and application form guidance?
2. Have you completed all four sections of the application form in full including the endorsement from a senior representative?
3. Have you checked that your entry addresses all aspects of the judging criteria?
4. Have you advised all partner agencies that you are submitting an entry for your project?
5. Have you adhered to the formatting requirements within the guidance?
6. Have you checked whether there are any reasons why your project should **not** be publicised to other police forces, partner agencies and the general public e.g. civil or criminal proceedings pending in relation to your project?
7. Have you inserted your project name as a footer note on the application form? Go to View-Header and Footer to add it.
8. Have you saved you application form as a word document and entitled your message '**Tilley 08 entry (followed by project name in brackets)**' before emailing it?

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