

LEICESTER PARTNERSHIP AGAINST CRIME & DISORDER



**Community Safety Strategy
April 2005 to March 2008**

Foreword

Welcome to the Community Safety Strategy of the Leicester Partnership Against Crime & Disorder. The Partnership is pleased to be embarking on our third strategy and seventh year together as a formal partnership, knowing that working together is helping us achieve far more than working in isolation in preventing and reducing crime, disorder, and drugs in Leicester.

The aim of the Leicester Partnership Against Crime & Disorder, as agreed in the Partnership's constitution, states that

'The Partnership is committed to working together to reduce Crime, Disorder, and Drugs in Leicester, and the harm that these cause to the communities of the city'.

The Partnership has been set up and this strategy has been written in response to the statutory obligations placed upon local responsible authorities such as the Police, Local Authority, Fire & Rescue Service, Probation Service, and Primary Care Trusts to work with each other to prevent and reduce crime, disorder, and drugs.

This strategy sets out the approach the Partnership will take over the next three years to tackle the issues that have been highlighted through audit and consultation as being most prevalent in, or having the greatest impact on, the city of Leicester and its people. Broadly, these issues are:

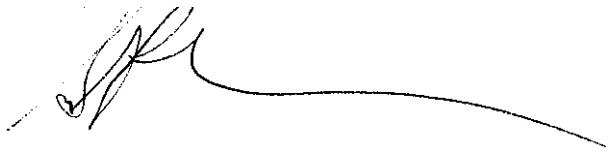
- preventing and reducing violent crime, including domestic violence, robbery, sexual violence, and gun and weapon crime
- preventing and reducing acquisitive crime and drugs, including theft, burglary, fraud and handling stolen goods, business crime, and related issues such as prostitution and trafficking
- preventing and reducing anti-social crime and behaviour, including arson, criminal damage, and racial, religious, and homophobic and transphobic hate crime
- preventing and reducing offending, including working with prolific and other priority offenders, young people and young offenders, and developing restorative justice, reparation, and communications programmes

In addition to addressing these issues, the Partnership will also look at improving its internal structures and practices such as communications, performance management, and data collection methods, as well as strengthening its links with the community through Local Action Groups. The strategy has also been designed to complement and support other related local, regional, and national initiatives; for example, implementation of the Children Act 2004 and Local Area Agreements.

The strategy itself has been set out in three sections. The first section, Introduction, explains the purposes of the strategy and how it was developed; introduces us to the Partnership and the city the Partnership serves; and highlights key findings from the 2004 Crime, Disorder, and Drugs Audit. Section two, The Strategy 2005-2008, sets out the objectives and actions of the Partnership over the next three years; and section three, Delivering the Strategy, talks about the mechanisms that have been put in place to deliver the strategy and ensure all objectives are met.

The strategy is a working document and whilst it has a three-year lifespan, it will be reviewed annually, and objectives and targets may be amended in accordance with changes in the crime profile for the city or in response to Government directives or legislation.

The Partnership is confident that we will be able to achieve all objectives and targets set out in this strategy. We understand that Partnership working is key to tackling the issues that face the people of Leicester, and we hope that seeing a coordinated and unified approach from us will help build the confidence of the public, reduce the fear of crime, and make Leicester a safe and attractive city in which to live, work, study, and socialise.

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Councillor Stephen Corral
Chair, Leicester Partnership Against Crime & Disorder

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Introduction

Background

The City of Leicester

The Partnership

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Background

Leicester Partnership Against Crime and Disorder (LPACD) is a Crime and Disorder Reduction Partnership that was formed in 1999 as a result of the Crime and Disorder Act 1998.

The Partnership sought to draw together, formalise, and enhance the existing partnerships that worked on tackling various crime and disorder issues. A three-year strategy (1999 to 2002) was developed with the objectives of both reducing the amount of crime and disorder committed within the City of Leicester, and reducing the fear amongst the community of becoming a victim of crime.

The second Crime and Disorder Strategy, which ran from April 2002 to March 2005, had the same overall objectives as the first strategy but sought to build on its successes as well as address some of the disappointments. The strategy was designed to tackle the problems of crime and disorder that were emphasised as priorities by the findings of a crime and disorder audit and consultation sessions with city residents.

Successes that can be attributed to the work of the Partnership using the 2002-2005 Strategy period include:

- Reducing Domestic Burglary
- Reducing Vehicle Crime
- Increasing awareness and reporting of Domestic Violence
- Increasing awareness and reporting of Racial Harassment
- Improving support to victims and witnesses of crime and anti-social behaviour

More information on the Partnership achievements in the last strategy can be found under each objective.

This strategy (the Partnership's third) has been compiled following the most comprehensive audit of the extent, nature, and perceptions of crime, disorder, and drugs within Leicester. The inclusion of an in-depth assessment of drug and substance misuse in the audit is the result of the Partnership's recognition of the strong links between drugs and crime & disorder.

This strategy aims to build upon the Partnership's achievements over the last six years, as well as address some emerging priorities that will be new to Partnership work. It outlines objectives, priorities, and targets determined after combining findings from the local audit and public consultation exercises with other drivers such as government set targets or regional/national strategies that have a bearing on Partnership work.

The Partnership

The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002, places a statutory responsibility upon public services to work together to develop and implement strategies to reduce the harm caused to their community by crime, disorder, and drugs.

Statutory Membership of the Partnership

- Leicestershire Constabulary
- Leicester City Council
- Leicestershire Fire and Rescue Service
- Leicestershire Police Authority
- Leicester City West and Eastern Leicester Primary Care Trusts (PCT)

The 'Statutory Partners' are agencies specified in law as being responsible for forming Crime, Disorder, and Drugs Partnerships and Strategies. However, the involvement of other agencies is essential to the success of the Partnership, as the Statutory Partners collectively do not deliver all crime, disorder, and drugs related services in the city. As such, the Partnership also has 'Strategic Partners' that are included in the Strategic Group due to the contribution their agencies make preventing and reducing crime, disorder, and drugs.

Strategic Partners

- Leicestershire & Rutland Probation Board
- Leicestershire Chamber of Commerce
- Government Office – East Midlands (Advisory)
- Leicester Partnership (Advisory)
- Leicester Partnership Community Representative (observe 1 year)
- Chair of Leicester City Youth Offending Service
- Chair of Leicester City DAAT

Standards

The Partnership has drawn up a Constitution to ensure integrity and consistency in Partnership work and to provide a framework within which Partners operate. The full constitution can be found on the Partnership website, although the key elements of the constitution are shown below.

- The Partnership is committed to providing a fair and equitable service to everyone in the community regardless of their gender, ethnicity, sexuality, disability, religion or age. The Partnership values and respects the diversities that exist within the City of Leicester. Discrimination of any sort will not be tolerated within the Partnership or the communities that it serves.
- Where the Partnership undertakes work in its role, it will ensure that the principles of value and respect for diversity are maintained. Organisations and groups that receive resources and finance will be required to demonstrate their commitment to these principles and adopt these standards of conduct.
- The Partnership, and its members, will conform to the Seven Principles of Public Life as defined by the Nolan Committee.

The City of Leicester

Leicester is a diverse, vibrant community located in the East Midlands. The Partnership's boundaries for operation are the same as that of the local authority (i.e. the city). The area covered by the Partnership has the largest population in the East Midlands, with a community totalling 283,900 (ONS 2003 mid-year estimate), and is in the top 10% nationally with regards to population density (38.2 people per hectare based on ONS 2001 Census).

Leicester prides itself on being a city of diverse cultures and ethnicity. It has the largest non-white population in the region and one of the most diverse communities in terms of the faith of its people. Utilising the 2001 Census data (ONS: 2001), the City of Leicester has an ethnic composition which, compared to the National percentage populations, is under representative for White: British people (60.45% local, 87.49% national) and over representative of Asian or Asian British: Indian people (25.73% local, 1.99% national).

In addition, Leicester is also a city for newly arrived communities. 21% of the population of Leicester were born outside the European Union compared with only 6.6% of the population of England and Wales. This ranks Leicester as the city with the highest percentage of newly arrived communities in the East Midlands and in the highest 10% nationally.

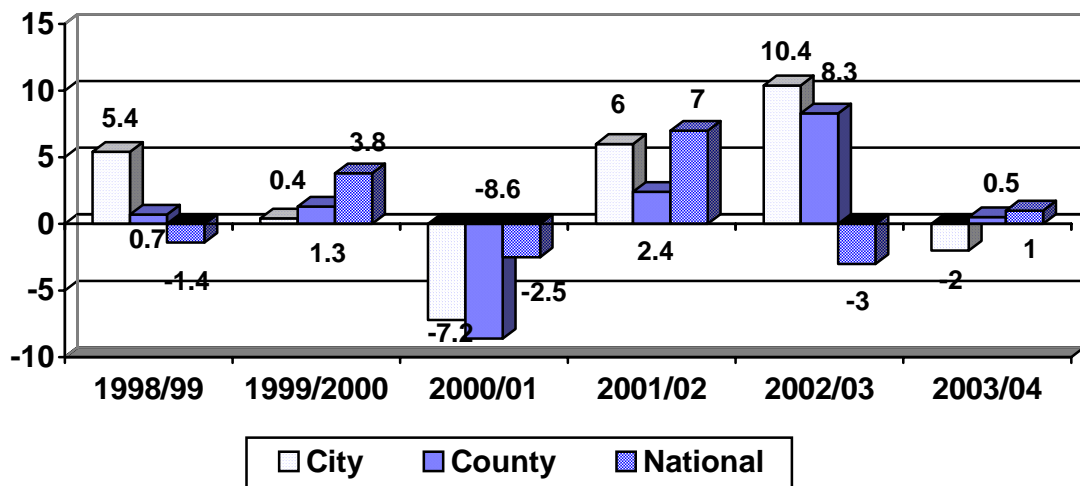
Leicester is also a socially deprived city. Of the 88 most deprived political wards in the country, 13 are in Leicester. Whilst not a matter of pride, this fact is bringing precious resources into the city in terms of the Neighbourhood Renewal Fund, Single Regeneration Budgets, and other sources of funding.

Using the Census data, Leicester is also ranked within the top 10% of authorities in the country for unemployment and for a population with no academic qualifications whatsoever. Manufacturing has retained its position as the largest source of employment in the City, utilising 23.4% of the workforce compared with 14.96% for England and Wales. The most notable deficit in comparison to the national average is within the financial services sector dealing with business activities and real estate.

However, the deprivation levels within the city have not stopped its growth. The City is currently undergoing a major regeneration. This involves the construction of a Science and Technology park that will be located around the National Space Centre. New investment in the retail sector and housing will build much-needed new infrastructure, following the downturn in the footwear, hosiery, and textile industries that were historically the mainstay of the City's employment.

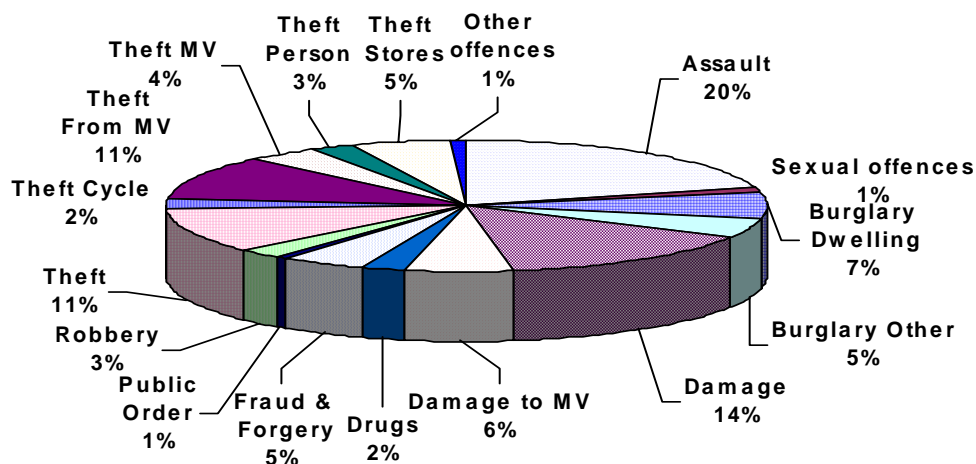
Crime, Disorder, and Drugs in Leicester – An Overview

Over the three years covered by the recent Crime, Disorder, and Drugs Audit, total crime in the city rose by 8.20%. However, in the last year of the audit (2003 to 2004) the Partnership contributed to a 2.16% reduction in overall crime in Leicester, whereas nationally crime has risen by 1% in the same period. The chart below shows the trend in Leicester compared against the county and national trends.



Crime Trends for 2001-2004

From the results of the audit we know that from April 2003 to March 2004 there were 47,282 offences recorded by the police in Leicester. This equates to 50% of the total crime recorded by Leicestershire Constabulary in that year. The types of offences recorded in that year can be seen in the pie chart below.



The offences in this pie chart can be categorised into three broad crime types:

- Violent crime (assaults, robbery, and sexual offences): 24% of all city crime
- Acquisitive (Theft based) and Drugs crime: 56% of all city crime
- Anti-Social Crime (Arson, Damage, and Hate Crime): 20% of all city crime

Offences within each of these crime types make up the four major volume crimes committed in Leicester during 2003 – 2004. These offences are:

- Assault: 9,675 offences representing 20% of all crime
- Criminal Damage: 6812 offences representing 14% of all crime
- Theft from motor vehicle: 5246 offences representing 11% of all crime
- Theft: 5245 offences representing 11% of all crime

The results of the audit over the last three years reveal that although there has been a decrease in total crime in the last year, certain offences have been subject to increases namely drug offences (risen by 37.2%) sexual offences (risen by 15.7%) and assaults (risen by 11.1%). Thefts of Motor Vehicles have seen the largest decrease by over 20% from April 2003 – April 2004.

However, the audit did not just look at Police recorded crime figures - it also pulled in data from other sources. These sources included non-recorded crime figures from the police as well as data from other partners, all of whom collect data specific to their area of service. All of this data helped to build a bigger, more detailed picture of crime, disorder, and drugs that included not just the type and frequency of offences, but also details on victims, offenders, and hotpots/trends. It also helped to highlight issues as priorities that may not have otherwise come to light if the Partnership had relied solely on police recorded crime data.

Further details from the Audit with regards to specific issues can be found under each objective.

Developing the Strategy

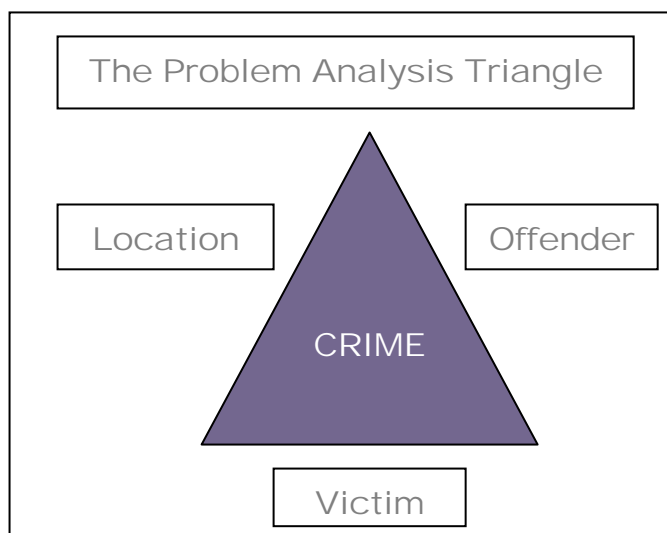
The development of this strategy followed a precise route as determined by the requirements of the Crime & Disorder Act 1998.

The Audit

The first step in the strategy development process was to undertake an audit of crime, disorder, and drugs in Leicester. This was completed in November 2004, and involved collecting data from as many partners as possible. It also included carrying out community consultation exercises with residents, both adults and youths, to help 'measure' the perceptions or level of fear of crime, disorder, and drugs.

Through the audit process, the Partnership sought to establish the nature and extent of offending in the city. In doing so, the Partnership recognised that the information gathered would not be useful unless it looked at the whole picture of offending rather than just the types of offences committed and how often they were committed. In order to address this issue, the Partnership made use of the Problem Analysis Triangle.

The Problem Analysis Triangle demonstrates that the three key aspects of a crime (location, offender and victim) need to be considered, identified, and addressed when seeking to impact upon a specific crime. Using this model allowed the Partnership to compare its audit findings with national data, and compile profiles of victims, offenders, and 'hotspot' areas.



Consultation

Following the audit, the Partnership undertook an exercise to consult more widely on the proposals for the 2005-2008 Strategy. Data from the audit, findings from the community consultation exercises, and drivers from government were used to develop proposals for the new strategy. These were sent out in a consultation document for partners and the general public to consider and comment upon. Feedback was gathered following the consultation, and the proposals for the new strategy were amended accordingly.

The New Strategy: A Thematic Approach

All of the data from the audit and consultation process, along with a review of the Partnership's approach to previous strategies, lead to the development of a new approach for the 2005-2008 Strategy. The new thematic approach allows the Partnership to take on more challenges and set more objectives but at the same time ensure the strategy and its delivery is controlled and focused.

Four major themes emerged from the audit and consultation findings. These were:

- Preventing and Reducing Violent Crime
- Preventing and Reducing Acquisitive Crime & Drugs
- Preventing and Reducing Anti-Social Crime & Behaviour
- Preventing and Reducing Offending

The Partnership has chosen to structure the Strategy around these four major themes, with all key priorities falling under these headings. In instances where an issues does not clearly sit under a single theme, it been broken down into component parts and placed in more than one of the four themes. For example, with Drug & Substance Misuse, objectives or targets have been set under all four themes, as drugs are clearly linked with Violence, Acquisitive Crimes, and Anti-Social Crime & Behaviour, and also contribute strongly to reasons for offending.

Also, the Partnership has set a number of 'shared' objectives around broader issues that impact on all four themes and the work of the Partnership in general. These crosscutting themes include issues like communications, supporting victims and witnesses, and managing resources. The following section deals with these crosscutting themes along with the thematic aims and objectives in more detail.

The Three-Pronged Approach

In developing this strategy, the Partnership has also taken aimed to integrate the 'three-pronged approach' to tackling crime, disorder, and drugs. The Three-Pronged Approach is a holistic approach that says to truly tackle crime, disorder, or drugs agencies need to undertake efforts in

- Prevention: including education, target hardening, etc
- Enforcement: interventions of all types, including civil and criminal legal measures
- Rehabilitation: working with the perpetrator to identify and remove the contributory causes of their offending

By including prevention, enforcement, and rehabilitation objectives, targets, and actions for the priority issues, the Partnership is ensuring that we take a holistic approach to tackling crime, disorder, and drugs in Leicester.

The 2005-2008 Strategy

Partnership Objectives

Violent Crime

Acquisitive Crime & Drugs

Anti-Social Crime & Behaviour

Offending

Partnership Objectives

There are a number of issues that cut across all four themes and impact on the day-to-day work of the Partnership. These issues can be seen as 'Partnership Objectives', as they rely on all partners at all levels, from Strategic Group through to the Development Team, to play an active part in their implementation and achievement.

PARTNERSHIP OBJECTIVE 1:

To reduce the fear of crime and increase community safety

Target

Establish baseline and targets for reduction by March 2006

To reduce fear of crime by 2008 in line with those targets

Actions

The Partnership will need to undertake work in this area in order to meet Home Office PSA2, reducing the fear of crime and anti-social behaviour. Whilst this is a broad Partnership responsibility, the objectives, aims, and actions outlined under each theme will serve to affect the reduction in the fear of crime and anti-social behaviour. The Partnership will identify and build on current sources of data measuring the fear of crime to develop baselines and subsequent targets for reduction.

PARTNERSHIP OBJECTIVE 2:

To support Victims and Witnesses

Target

Hold two Victims & Witnesses Workshops per year

Actions

Whilst victim and witness support is a key issue that is the responsibility the whole partnership, specific aims and action have been outlined under each theme that will ensure this wider Partnership Objective is met. In addition, the Partnership will hold twice-yearly workshops where key partners will be brought together to ensure that the Partnership's written emphasis on victim and witness support is fully translating into action

PARTNERSHIP OBJECTIVE 3:

To improve communications with all partners & stakeholders

Targets

1. Implement full Communications Strategy by March 2006
2. First issue of newsletter out July 2005 and quarterly thereafter
3. Website redeveloped and launched by June 2005
4. Hold one Partnership Networking Event per year

Actions

The Partnership fully recognises the importance of communications, both in terms of producing a more effective, dynamic partnership, and in terms of reducing the public's fear of crime and building their confidence to report incidents. As such, all themes include actions centred on communications with victims, witnesses, and the general public. In addition, the Partnership has developed a Communications Strategy that will be implemented by all partners which includes measures such as re-launching the Partnership newsletter and website.

PARTNERSHIP OBJECTIVE 4:

To improve our approach to data collection, analysis, & use

Targets

Data Management Strategy fully implemented by all partners by March 2007

Actions

The Partnership has continuously worked on improving and building on data collected from various partners. We recognise that good quality data is central to being an effective partnership, as it allows us to determine the most important place to direct our resources and interventions. This also includes measuring the cost of crime. To build on our data management efforts over the past six years, the Partnership has now developed a Data Management Strategy that will be implemented by all partners.

PARTNERSHIP OBJECTIVE 5:

To establish a robust resource allocation system

Targets

1. Resource Allocation & Management Framework implemented by June 2005
2. First Resource Expenditure Report produced July 2005 and quarterly thereafter
3. Annual Resource Expenditure Report produced April 2006 and annually thereafter

Actions

The Partnership and its partners rely on many different sources of funding, a significant amount of which is short-term. We recognize that in order to ensure objectives are met and resources have a maximum impact on crime and disorder reduction in Leicester, we need to take a planned, strategic approach to the way in which we use or allocate those resources. As such, the Partnership has developed a Resource Allocation and Management Framework.

PARTNERSHIP OBJECTIVE 6:

To effectively manage the performance of all partners

Targets

1. Performance Management Framework established by May 2005
2. First Performance Management Report produced July 2005 and quarterly thereafter
3. Annual Performance Management Report produced April 2006 and annually thereafter

Actions

The Partnership has in place various means for managing performance and checking progress against objectives and targets. However, it is recognized that the performance management process could be more robust, and as a result the Partnership has developed a Performance Management Framework that sets out the role each level of the partnership has to play in monitoring and managing performance.

PARTNERSHIP OBJECTIVE 7:

To build strong community links using Local Action Groups

Targets

1. Local Action Groups reviewed and standardised by end of April 2005
2. Each Local Action Group carries out at least one 'Patch Walk' per year

Actions

There are 9 Local Action Groups across the city, based on the Local Policing Unit boundaries. These have been in operation for a number of years, and have proven to be a key route for Partnership engagement with the community. However, there are inconsistencies across the Local Action Groups, so one aim of the Partnership will be to review and improve upon the existing Local Action Group structures and practices. The Partnership will also seek to increase community engagement through this route, and will use annual Local Action Group 'patch walks' to undertake a local audit of community needs and concerns, the findings of which will be fed into the Thematic Delivery Groups for further action.

Preventing & Reducing Violent Crime

THEMATIC AIM

To tackle violent crime using a partnership framework that makes Leicester City a safer place for everyone

PRIORITIES

- Violent Crime
- Domestic Violence
- Sexual Violence
- Gun & Weapon Crime
- Robbery

STATUTORY AGENCY CHAIR

Leicestershire Constabulary

OTHER KEY PARTNERS

Leicester City Council	Leicestershire Constabulary
New Futures Project	Leicester Domestic Violence Forum
Leicester Rape Crisis	Leicester Housing Association
Drug and Alcohol Action Team	Choose Life Project
Leicester Youth Offending Service	Leicester Victims of Crime Support
Leicester City East and West Primary Care Trusts	

Violent Crime

WHAT ARE THE ISSUES?

In the last three years, violent crimes (assaults and sexual offences) in the city of Leicester have risen by 59%. This is partly due to changes in the way in which the police record violent crimes since the introduction of the National Crime Recording Standards in 2002. However, in the last year 10,236 violent crimes were recorded in the city of Leicester, an increase of 11% from the previous year. This accounted for nearly a quarter (22%) of all offences in Leicester recorded by the police and cost Leicester's economy £78.6 million. When compared to cities with a similar social demographic make-up, Leicester is ranked in the top three for violent crime incidents per 1,000 population.

Over a fifth (21%) of all violent crime in Leicester happens in the city centre and over 40% of all violence in the city centre occurs on Friday and Saturday nights between 9pm and 3am (the 12 key opening hours for licensed premises). Reducing violence in the city centre will impact heavily on an overall reduction in the number of violent offences in Leicester. The measures set out in the Government's Alcohol Harm Reduction Strategy will also contribute to a reduction in city centre violence through tackling alcohol-related violence.

Consultations with adults in Leicester also found that they perceived crime and disorder to be linked to Friday and Saturday nights in the town centre, with there being a strong correlation between the numbers of bars and clubs and the level of anti-social behaviour by young people.

WHAT WE'VE DONE SO FAR

The Police have established a Violence & Disorder Team that tackles violent crime in the city centre. The team targets licensees who sell alcohol to underage and drunken people, and provides early intervention tactics to situations before they become violent.

A "SOS Bus" has been set up in the city centre. The bus is operated by St Johns Ambulance staff on Friday and Saturday evenings (during 'hotspot' hours, as identified above). The staff provide first aid service and are a central contact point for assistance, reducing the burden on ambulance and casualty department. Also, a late night bus service has been established to assist visitors to the city centre to get home safely.

Staffing levels at Leicester City Centre CCTV has also been increased on Thursday, Friday and Saturday nights between 8pm – 2 am using of Community Support Officers. These Officers assisted the regular CCTV operators in viewing and operating the system, allowing for better distribution of on-the-ground Police according to actual or identified hotspots.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce violent crime (excluding domestic violence) in Leicester

TARGETS

1. Reduce violent crimes in Leicester from 5,382 offences (BCS) in 2004/5 to no more than 4,614 offences by March 2008, with yearly 5% reduction (this target is subject to LPSA2 agreement)
2. Achieve a better than 50% sanction detection rate for violent crime each year
3. Reduce assaults in licensed premises from 787 offences in 2004/05 to no more than 675 offences by March 2008, with a yearly 5% reduction
4. Identify and work to reduce violence in a minimum of 5 "hotspot areas/premises" a year

ACTIONS

- We will identify and tackle violent crime hotspots (excluding domestic violence) across the city including the city centre
- We will increase public confidence by taking positive action against offenders of all violent crimes whilst supporting victims
- We will support victims of violent crime, and publicise crime prevention measures to reduce the risk of becoming a victim
- We will make use of new licensing legislation, planning legislation, and the National Alcohol Harm Reduction strategy
- We will research national good practice to identify initiatives that reduce violent crime in the evening economy, specifically addressing alcohol related behaviour
- We will report on the effects of any interventions implemented in "hotspot" areas/premises six months after completion

Domestic Violence

WHAT ARE THE ISSUES?

Domestic violence is a key contributor to the overall figures for violent crime. Over the last three years domestic incidents recorded by the police alone have increased by 38%. In the last year the police have recorded 11,510 domestic incidents in Leicestershire, 53% of these occurred in Leicester City.

While the increase in the actual numbers of cases being reported can be explained by the introduction of the national crime recording standards and increased reporting (to which our current strategy has contributed), this number is still only a fraction of the true extent of domestic violence incidents. A recent Home Office report 'Domestic Violence, Sexual Assault and Stalking' estimated that only 23% of women and 8% of men had reported their worst experience of domestic violence to the police.

The police recorded a total of 2,457 domestic assaults in 2003-2004. This amounts to 24% of all violent crime in Leicester. This is significantly higher than the national figure of 16% as stated in the British Crime Survey. Leaving aside the incalculable personal, emotional suffering caused to individuals, families, and children, this represents a considerable drain on the resources of all agencies involved in the criminal justice system – and other agencies such as housing, health, and the voluntary sector.

WHAT WE'VE DONE SO FAR

Domestic violence has been a priority in the Crime and Disorder Strategies for the last six years. During this time:

- A common monitoring system, information sharing protocol, and computerised database has been developed to collate information on victims of domestic violence
- A domestic violence coordinator has been appointed (August 2003)
- A domestic violence integrated response project has been established
- A training pack called "Cracking Conflict Against Violence" (CCAV) has been developed for delivery in secondary schools
- Annual campaigns have taken place to promote services for victims, and to increase the wider understanding of being a victim

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To tackle domestic violence in Leicester

TARGETS

5. Increase domestic violence reporting to the police from 6,619 offences in 2004/05 to 8,572 offences by March 2008 with a yearly 9% increase (this target is subject to LPSA2 agreement)
6. Decrease repeat victimisation by 12% by 2008
7. Establish a baseline for the number of offenders brought to justice in 2004/05 and increase this number year on year
8. Ensure that the 11 areas identified in BVPI 225 are met 100% by March 2008

ACTIONS

- We will improve service delivery for victims of domestic violence by increasing public and professional awareness of domestic violence
- We will provide a range of effective domestic violence perpetrator interventions, both inside and outside the criminal justice system
- We will support those affected by domestic violence
- We will promote the options available for those who have experienced, or may currently be experiencing, domestic violence, including the options available in the civil and criminal justice systems
- We will provide domestic violence prevention, education, and dedicated therapeutic support options for children and young people

Sexual Violence

WHAT ARE THE ISSUES?

Although sexual offences only account for 1% of the total recorded crime in Leicester, its impact upon the victims and the community in general is massive. Between 2003 and 2004, the number of sexual offences recorded in Leicester rose by 16%. The police recorded a total of 561 sexual offences in this period. Of these offences, 155 of them (over 25%) were incidents of rape (equivalent to three recorded incidents of rape a week). Sexual offences are significantly under-reported to the police; therefore, this data represents a minimum level of this type of crime.

WHAT WE'VE DONE SO FAR

Although this is a new priority for the Partnership, a lot of work is already undertaken by various projects supporting victims of sexual violence:

- Managing a rape crisis helpline
- Supporting women and men who have been raped or sexually assaulted, including face-to-face support, medical examination by female or male doctor, and the option to report anonymously.
- An outreach service offering sexual health advice, condoms, and on-going support to women/young girls who are involved in or at risk of becoming involved in prostitution.
- Raising awareness of the date rape drug in licensed premises

OBJECTIVE

To tackle sexual violence in Leicester

TARGETS

1. Increase reporting of sexual offences reported to the police from 696 offences in 2004/05 to 805 offences by March 2008 with a yearly 5% increase
2. Increase the sanctioned detection and conviction rates from 3.69% in 2002

ACTIONS

- We will increase public and professional understanding of rape and sexual violence, and increase expert knowledge of the effects and prevalence of rape and sexual violence
- We will improve the criminal justice response to people who have experienced rape and sexual violence

- We will ensure that services for victims of sexual violence are accessible and sustainable
- We will support victims of sexual violence and promote crime prevention by working in partnership with agencies working with perpetrators to produce and deliver educational packs to potential offenders

Guns & Weapon Crime

WHAT ARE THE ISSUES?

Figures for Leicester reveal an increase in recorded firearms offences over the last three years. Although this rise only represents a small number of offences (15 in 2001/02 to 33 in 2003/04), these figures account for only a minimal level of gun crime in Leicester as they specifically relate to when a crime is identified and an offender is apprehended. The majority of weapons offences recorded by the police in Leicester relate to offensive weapons such as knives, metal batons, etc. There were 243 recorded offences involving other offensive weapons in 2003/04 in Leicester. These types of offences have shown an increase in recording over the last 3 years of 13%, and youths consulted in our community consultation expressed concerns over these types of offences. They cited people carrying knives as one of the reasons why they feel unsafe in the city.

WHAT WE'VE DONE SO FAR

Similarly to the sexual violence priority, this is a new objective for the partnership, although the Police (in partnership with other agencies) have undertaken a lot of work with various groups including retailers, schools, and the voluntary sector.

Work has also been undertaken to increase young people's awareness of the consequences and impact of gun crime. Retailers in the city have adopted a voluntary code that states that they will not sell realistic toy guns and imitation firearms.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce the gun and weapon crimes in Leicester

TARGETS

1. Reduce firearms and offensive weapons crimes from 241 offences to no more than 213 offences by March 2008, with a yearly 4% reduction

ACTIONS

- We will raise public and professional awareness about the effects of gun and weapon crime
- We will undertake prevention and education work with young people
- We will increase public confidence by taking action against offenders of gun and weapon offences

Robbery

WHAT ARE THE ISSUES?

Over the last three years national figures have shown a consistent reduction in incidents of robbery while in Leicester robberies have increased by over 25%. Over the last year in England and Wales, figures for robbery have shown a reduction of 6%, while in the same period robberies in Leicester have actually increased by 4%.

WHAT WE'VE DONE SO FAR

Reducing robbery in the city has been a target for a number of years. Work undertaken under the previous strategy includes:

- Special operations undertaken by the Police targeting robbery hotspot areas
- Environmental interventions have been taken, such as increasing lighting, trimming back hedges and overgrown bushes, and installing CCTV
- Work has been carried out to tackle false reporting of mobile phone robberies
- Personal Zone markings have been painted in front of cash points

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce robbery in Leicester

TARGETS

1. Reduce robbery offences from 977 offences (BCS) in 2004/05 to no more than 838 offences by March 2008, with a yearly 5% reduction, equating to a rate of 2.95 robberies per 1,000 population (based on mid-year 2003 population of 283,900), (this target is subject to LPSA2 violence target)
2. Increase the sanction detection rate for robbery from 14.8% in 2004/05 to 20% by March 2008

ACTIONS

- We will support victims of robbery offences and promote crime prevention advice on measures to reduce the risk of becoming a victim.
- We will tackle robbery using lessons from the Home Office Street Crime Initiative
- We will ensure that the most prolific robbery offenders are managed through the Prolific & Other Priority Offenders Strategy
- We will increase public confidence by taking positive action against offenders of robbery offences

Preventing & Reducing Acquisitive Crime & Drugs

THEMATIC AIM

To provide a more safe and secure community through the prevention and reduction of acquisitive crime and drugs in Leicester

PRIORITIES

- Acquisitive Crime
- Business Crime
- Fraud and Handling Stolen Goods
- Drugs & Drug Dealing
- Prostitution & Trafficking

STATUTORY AGENCY CHAIR

Leicester City Council

OTHER KEY PARTNERS

Leicestershire Constabulary

Leicester Chamber of Commerce

Victim Support

New Futures

Leicester Youth Offending Service

Drug & Alcohol Action Team

Acquisitive Crime

WHAT ARE THE ISSUES?

Acquisitive crimes are theft-based crimes including domestic and non-domestic burglary, robbery, and theft of and from vehicles. Acquisitive crimes account for approximately 57% (26,726 crimes in 2003/04) of all recorded crimes in Leicester, and impacts heavily upon local people, businesses, and the fear of crime. The 2003/04 figure represents a decrease of nearly 7% from the previous year ending March 2003. Despite this significant decrease, Acquisitive crime is estimated to have cost Leicester's economy over £27million during 2003/04.

Reducing acquisitive crimes would have a significant impact on reducing overall crime rates in Leicester. All of these offences decreased in the period 2002/2003 and 2003/2004 apart from burglary other than dwelling and robbery which saw an 8% and a 4% rise respectively. Although burglary overall has decreased, there are some wards in the city still experiencing disproportionately higher amounts of burglary compared to other wards.

Auto-crime is a priority in the current strategy and has seen a reduction in the last year of 14% in theft from motor vehicle and 22% in theft of motor vehicle. The total reduction over the last three years has been 16% in theft from motor vehicle and 10% in theft of motor vehicle. While this is encouraging we still need to reduce auto-crime further as it accounted for 15% of all crime recorded in 2003/04 and is estimated to have cost Leicester's economy over £6million in this time.

WHAT WE'VE DONE SO FAR

A three pronged approach has been taken in Leicester, with target hardening, Community Support Officers, and offender management schemes working in conjunction to prevent and reduce burglary:

- Burglary peak offending points identified with the provision of two major co-ordinated preventative and enforcement operations at peak times of offending across the city
- Kits provided for those at risk of distraction burglary
- CCTV expanded on housing estates around the city
- Improved security for homes in the New Deal area
- Smartwater property marking delivered to hotspot streets across the city
- Areas identified and crime initiatives developed for providing alley-gates, security fencing, and additional lighting
- Provision of security devices for vehicles, including motorcycles, across the city where vehicle theft is high

- Youth projects developed as diversionary tactics to keep youths from becoming involved in vehicle crime
- Rat trap car has been used that has successfully apprehended a number of vehicle crime perpetrators
- Events held in different locations publicising vehicle crime prevention
- Police and Community Support Officers have been operating a scheme of alerting car owners when they have left property on view in their car

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce acquisitive crimes in Leicester

TARGETS

1. Reduce domestic burglary from 2,806 offences in 2004/05 to no more than 2,331 offences by March 2008, with a yearly 6% reduction, equating to a rate of 19.4 burglaries per 1,000 households (based on 120,420 households in the city)
2. Reduce vehicle crime from 5,260 offences in 2004/05 to no more than 3964 offences by March 2008, with a 9% yearly reduction, equating to a rate of 13.96 vehicle crimes per 1,000 population (based on mid-year 2003 population of 283,900)
3. Reduce other BCS offences(theft from a person, theft of cycle and vehicle interference) from 2,586 offences in 2004/05 to no more than 1981 offences by March 2008 with an 8.5% yearly reduction

ACTIONS

- We will raise public awareness with crime prevention initiatives
- We will use licensing legislation to tackle acquisitive crime
- We will identify and tackle crime hotspots across the city
- We will increase public confidence by taking positive action against offenders of all acquisitive crimes
- We will ensure that most prolific acquisitive criminals are managed through the Prolific & Priority Offender Strategy
- We will research good practice to identify initiatives that reduce acquisitive crime
- We will monitor and reduce doorstep crime
- We will promote services for victims of acquisitive crime and drugs and publicise crime prevention measures to reduce the risk of becoming a victim

Business Crime

WHAT ARE THE ISSUES?

Business crime describes crimes that occur at or in business premises. For the last three years, business crime in Leicester has accounted for a quarter of all of the city's crime. In 2003/04 there were 11,749 business crimes recorded in Leicester. Of these, over three-quarters (76%) were acquisitive in nature.

The majority (37%) of business crimes occurred at or in commercial premises such as car parks and offices, with the majority of these being theft from motor vehicle. Nearly a third of all business crime occurred at or in shops and the majority of these involved theft from store. Crimes that occurred at or in licensed premises accounted for 19% of all business crimes in 2003-2004; the majority of these were theft (39%) and assaults (30%).

WHAT WE'VE DONE SO FAR

The Chamber of Commerce survey of small to medium-sized retailers based within Leicester City Centre revealed that the most frequently reported crime by that group is theft by customers and that the greatest financial losses arise from burglary

City Watch works in partnership with the retail sector, licensing trade, and Police to deal with theft from shops and violent and disorderly behaviour in the city centre

There has been a programme operating in some of Leicester's most deprived areas working with small retailers and shopping parades (identified from a survey undertaken by the police) installing a range of security measures.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce Business Crime in Leicester

TARGETS

1. Reduce thefts from shops from 2,469 offences in 2004/05 to no more than 2,253 offences by March 2008 with a 3% yearly reduction
2. Reduce non-domestic burglary in business locations from 1,037 in 2004/05 to 917 offences by March 2008 with a 4% yearly reduction

ACTIONS

- We will raise public and commercial awareness with crime prevention initiatives
- We will identify and tackle business crime hotspots across the city

- We will increase public confidence by taking positive action against offenders of all business crimes
- We will research nationally existing good practice to identify initiatives that reduces acquisitive crime
- In conjunction with the Chamber of Commerce, we will hold two business crime seminars per year
- We will increase support to small retailers / vulnerable businesses

Fraud & Handling Stolen Goods

WHAT ARE THE ISSUES?

Although nationally over the last three years fraud offences have fallen by 4%, locally it has remained stable with 2,218 offences recorded in 2003/04. Fraud offences totalled 5% of all crime recorded in Leicester in 2003/04. Fraud and forgery is big business and is linked closely to the activities of gangs operating in organised crime.

The loss to the economy through counterfeiting alone is estimated to have doubled over the last five years. In 2003, counterfeiting is estimated to have cost the national economy nearly £10billion and resulted in the loss of over 4000 jobs. Of all detected fraud and forgery offences by adults in Leicester, 17% were committed to finance purchase of drugs and 1% was committed under the influence of drugs. Of those committed by young offenders, 7% were committed to finance purchase of drugs (none were known to be committed under the influence of drugs).

In many cases goods are stolen not because they appeal to the thief directly but because the thief knows that they can be sold for cash, which can then be used to obtain drugs. This process is called Handling Stolen Goods, and includes items that have been stolen or obtained through fraud. In addressing the link between theft and controlled drugs it is necessary to address the issue of 'Handling'. The number of offences of Handling Stolen Goods recorded in Leicester over the last three years has fallen from 137 offences in 2001/02 to 94 offences in 2003/04. Whilst this looks like a small number of crimes, the recording of Handling is similar to recording drug offences – that is, the offence has to be detected to be recorded, and detection is difficult.

WHAT WE'VE DONE SO FAR

Fraud and Handling Stolen Goods are substantial problems in Leicester but their full extent is unknown. Neither have been a priority for previous strategies but audit findings have raised both as important issues.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce Fraud* and Handling Stolen Goods crime in Leicester

**Fraud includes fraud, forgery & counterfeiting offences.*

TARGETS

1. Increase the detection rate for fraud and forgery offences from 23% in 2003/04 to 26.25% by March 2008
2. To establish a baseline for the number of prosecutions of handling stolen goods and set a target to increase this.
3. To establish an baseline for the extent of counterfeiting in Leicester in 2005/06 from which to set effective interventions.

ACTIONS

- We will raise public and professional awareness with crime prevention initiatives.
- Decrease public acceptance of handling stolen goods through awareness raising campaigning
- We will identify and tackle fraud crime hotspots across the city.
- We will increase public confidence by taking positive action against offenders of all fraud and handling crimes.
- Increase actionable intelligence for handling stolen goods offences
- We will research nationally existing good practice to identify initiatives that reduces fraud.
- We will promote services for victims of fraud and promote crime prevention measures to reduce the risk of becoming a victim

Drugs & Drug Dealing

WHAT ARE THE ISSUES?

Class A drugs include heroin, ecstasy, cocaine, and crack cocaine. Using or dealing in drugs classified as A attracts the highest penalties and some, such as heroin and crack cocaine, are thought to be amongst the most addictive illegal drugs.

Over the last three years in Leicester, recorded drug offences have increased by 44%. In the year 2003/04, there was a 37% increase in drug offences. The majority of offences in that year were for possession of drugs (66%) and supplying drugs (28%). While the majority (75%) of possession offences were for possession of cannabis (a Class B drug), the majority (94%) of supply offences were for Class A drugs, 61% of which was for heroin.

Data from Addaction Leicestershire also reveals that after alcohol, heroin is cited as the major primary drug for users referred to them with substance misuse problems. Over half of people referred to Addaction Leicestershire are from the city. While the exact number of problematic drug users in the city is not known, current national trends suggest there are 2,500 problematic drug users in the city. Heroin remains the main problematic drug in Leicester; however, there is an increase in stimulant use, particularly crack cocaine.

Aside from the costs associated with providing treatment for substance misusers, the cost to the economy through associated crime is huge. Studies estimate that a regular heroin user would spend approximately £1,400 per month on their drug addiction, whilst regular cocaine and crack users would spend approximately £1,700 on their habit. Research strongly indicates that up to 50% of the funds used to pay for their drugs is acquired through crime.

Although, we do not specifically know the type of drug or drugs that offenders were under the influence of or wanting to finance through these crimes, research suggests that half of all acquisitive crimes are committed by heroin and crack cocaine users. Reducing the availability of Class A drugs and improving the access to treatment for these drug users will clearly reduce the volume of acquisitive crime and overall crime levels.

WHAT WE'VE DONE SO FAR

Drug use and dealing formed a priority under the previous strategy, and various work was undertaken by partners:

- Monitoring the development and effectiveness of the DTTO and addressing identified issues
- Implementation of Young People's Substance Misuse Plans
- Safe clips (very small needle safe) distributed to drugs workers, city centre officers, outreach workers, retail shop workers and others in the city
- Passive drugs dog operations on a Friday and Saturday evening

- Community based drug resources and information services within deprived wards of Leicester
- Improved and increased drug related information for the community
- Reduced levels of repeat offending
- Increased take up rates of further education and employment by former substance-misusing criminals
- Reduced levels of repeat offending amongst drug misusing offenders
- Increased numbers of offenders referred and entering treatment
- Reduced levels of crime committed to fund drug misuse

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce the level of harm caused by drugs and drug dealing

TARGETS

1. Increase the number of drug supply offences brought to justice per 10,000 population*
2. Increase the quantity of Class A drugs seized to disrupt the supply of drugs in Leicester*

**All drugs targets are provisional, and are subject to change based on impending Government directives*

ACTIONS

- We will raise public and professional awareness with drug prevention initiatives
- We will identify and tackle drug hotspots across the city
- We will increase public confidence by taking positive action against offenders of all drugs crimes
- We will research nationally existing good practice to identify initiatives that reduces drug crime
- We will ensure that appropriate drug treatment services are commissioned for Leicester through the Drug & Alcohol Action Team
- We will promote services for victims who have suffered due to the issues associated with drug misuse and drug dealing

Prostitution & Trafficking

WHAT ARE THE ISSUES?

Women in prostitution face abuse and exploitation, and for migrant women this is frequently exacerbated by their insecure immigration status, whether they have been trafficked or not. Research also shows that women of any background in on-street prostitution in the UK are disproportionately more likely to have suffered sexual abuse as children, be involved in violent relationships, have experienced homelessness, and/or have substance misuse issues. Women's backgrounds and routes into prostitution include childhoods in care, low educational attainment, domestic violence, child abuse, rape, and entry into prostitution as a child or young woman.

Exiting prostitution can be extremely difficult for women with complex or multiple support needs (such as substance misuse, domestic violence, childhood abuse, homelessness, or mental health issues). There are very few services that provide holistic support to meet the individual needs of women, in particular services that provide assistance with exiting prostitution.

Sex industries are globally very flexible, changing locations and the form and content of what they offer in response to market demands and the strength or weakness of law enforcement and monitoring. Trafficked women and children may be found anywhere in the country - outreach services in Leicester are currently working with women trafficked into sexual exploitation. There are a number of factors that make it extremely difficult to locate and approach trafficked women, to establish trust, and to gain victim co-operation. Trafficked women suffer a range of physical injuries, severe psychological harm, and substantial financial loss due to their debt bondage. They are under the control of their exploiters (which are often their boyfriend/husband) and have little opportunity for escape with their traffickers controlling contact with outsiders, threatening their families, and ensuring that the woman is kept under constant surveillance. If the victim manages to escape from their situation, they will often face deportation, which can result in re-trafficking.

WHAT WE'VE DONE SO FAR

This issue has not been a priority in previous strategies, but it was raised as an important issue due to its connections to acquisitive crime and drugs. It is imperative that the women involved in prostitution are not criminalized by future interventions, but offered positive life choices that will enable them to exit if they choose to do so.

New Futures offers an outreach service offering sexual health advice, condoms, and on-going support to women/young girls who are involved in or at risk of becoming involved in prostitution.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce the harm caused by prostitution and trafficking in Leicester

TARGETS

1. To establish a baseline to identify the extent of prostitution and trafficking in Leicester by March 2006 and identify effective harm reduction interventions and exit strategies in order to reduce it whilst protecting the women involved

ACTIONS

- We will raise public and professional awareness of sexual exploitation in Leicester
- We will work with relevant agencies to identify vice areas and premises across the city in order to identify what services are needed for women abused through sexual exploitation
- We will increase public confidence by taking positive action against perpetrators of sexual exploitation
- We will develop exit strategies that will ensure that women involved in prostitution have alternative options available to them
- We will research nationally existing good practice to identify initiatives that reduce vice and sexual exploitation

Preventing & Reducing Anti-Social Crime & Behaviour

THEMATIC AIM

To make Leicester safer and cleaner for all of its diverse communities by tackling, not tolerating, anti-social crime & behaviour and putting the needs of victims and witnesses first

PRIORITIES

- Arson
- Criminal Damage
- Anti-Social Behaviour
- Hate Crime

STATUTORY AGENCY CHAIR

Leicestershire Fire & Rescue Service

OTHER KEY PARTNERS

Leicester City Council

Leicester Racial Equality Council

Lesbian, Gay and Bisexual Centre

Leicester Witness Cocoon

Drug and Alcohol Action Team

Leicestershire Constabulary

Leicester Anti-Social Behaviour Unit

Leicester Council of Faiths

City Centre Management Board

Leicester Youth Offending Service

Arson

WHAT ARE THE ISSUES?

Arson is a crime where damage is caused by fire. It is recorded within Police crime statistics with 'damage' figures except where it is separately specified. Home Office Statistical Bulletin states that nationally there was a 7% rise in arson offences recorded by the police between 2002/03 and 2003/04. The estimated financial impact of arson to the city was £9.3 million in 2003/04.

The peak time for deliberate ignition offending is in the early evening (around 6pm). Data shows a uniform spread throughout the week with the weekend having the highest counts for both primary and secondary incident types. Geographically, wards in the west of the City are the most problematic. Analysis of incidents by housing tenure indicates that around 46% of incidents occur in what can be described as city council estate areas.

The main items that are subject to arson are 'Refuse', 'vehicle', and 'grassland', which consistently constitute the vast majority of arson targets. Of these, 'grassland' fires are the only fires that have increased every year; dwelling fires have reduced. With vehicle fires, data shows that between 30-45% of 'torched' vehicles were stolen and 30-40% were end of life/abandoned vehicles; data shows that a reduction in removal time of abandoned vehicles from 7 days to 24hrs had little effect.

For the fiscal year 2001/02, Leicestershire Constabulary recorded almost 20% of the number of incidents LFRS attended as an offence. However, only 90 (2% of the LFRS total) were offences detected. The number of people convicted after being charged is around 32%.

Canter (2002) shows the peak age for offending in the secondary fire category is 9 to 13 years old; the strong tendency is for offenders to be male and to come from socially rented housing; and the peak age for committing vehicle arson is slightly higher: 14 to 16 years olds.

Weather has a big impact on arson rates - for every 5 degrees centigrade upwards, there are 200 extra fires; however, despite weather conditions there has been an increase in the incidence of deliberate secondary fires over time.

WHAT WE'VE DONE SO FAR

Arson featured in the Partnership's last strategy under Priority One due to its links to vehicle crime, and Priority Six due to its links with anti-social behaviour. The overall aim for Arson was to reduce deliberate fires by 5% by March 2005. Although at the time of writing this, the Partnership does not have the figures for the end of March 2005, the Partnership can predict that this target will be achieved. In 2001/02, there were 471 deliberate ignitions to vehicles; as at 31st December 2004 this had been reduced to only 254 deliberate ignitions to vehicles.

The Partnership also had a target of reducing deliberate fires to property and in the open by 10% by 2010 based on 2001-2002 baseline data. To date this target has been achieved. In 2001-2002 there were 2241 deliberate ignitions to property and in the open, as of 31st December 2004 there were 1165 ignitions recorded as deliberate to property and in the open.

Other initiatives carried out by the Leicestershire Fire & Rescue Service's Arson Task Force included Environmental Action Days (EADs), and an awareness campaign which featured posters on buses in the city on how arson affects people's lives and how it can be prevented. EADs are multi-agency 'clean-ups' of arson hotspot areas. The multi-agency clean-up teams spend a day walking through the arson hotspot area, removing flytipping, graffiti, and abandoned vehicles, and addressing other issues that could contribute to crime and disorder. The teams also distribute leaflets containing crime and disorder information to every household on the walk. Three EADs were held during 2004/05 (in Braunstone, New Parks, and Highfields).

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce Arson (deliberate fire setting) in Leicester

TARGETS

All targets are subject to agreement of LPSA2

1. Reduce deliberate primary fires (excluding vehicle fires) from 318 incidents in 2003/04 to no more than 270 incidents in 2006/07, and maintain that level in 2007/08
2. Reduce deliberate motor vehicle fires from 462 incidents in 2003/04 to no more than 393 incidents in 2006/07, and maintain that level in 2007/08
3. Reduce deliberate secondary fires from 2,035 incidents in 2003/04 to no more than 1,526 incidents in 2006/07, and maintain that level in 2007/08

ACTIONS

- We will identify and tackle arson hotspots across the city by undertaking work to remove opportunities for deliberate fires
- We will raise public awareness of the role they can play in preventing deliberate fires
- We will increase public confidence by taking and publicising firm action against offenders
- We will undertake intervention work with young people who are at risk of becoming firesetters, or who have already offended
- We will identify and seek to implement from across the country good practice initiatives in arson reduction

Criminal Damage

WHAT ARE THE ISSUES?

The 2004 Audit showed that the Police recorded 9,551 Criminal Damage offences in 2003/04. Criminal Damage includes vandalism, graffiti, and damage to property. Criminal Damage has been identified by the Home Office as one of the 10 key crimes all CDRPs need to reduce over the coming three years. The costs of Criminal Damage are difficult to establish; however, data from Leicester City Council shows that the combined costs of vandalism to Council Housing, disorder in Parks and Open Spaces, and Vandalism to Council Property totalled over £500,000 in the last year of the audit (2003/04).

WHAT WE'VE DONE SO FAR

Criminal damage is a new priority for the Partnership, and therefore not something that we have targeted before with specific interventions.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce criminal damage in Leicester

TARGETS

1. Reduce criminal damage offences from 8,629 offences in 2004/05 to no more than 6,610 offences by March 2008, with an 8.5% yearly reductions

ACTIONS

- We will identify criminal damage hotspot areas and undertake measures to minimise opportunities for offending
- We will undertake awareness raising work highlighting the 'downward spiral' affect of criminal damage on communities in order to encourage the public to report it rather than tolerate it
- We will increase public confidence and prevent criminal damage by taking and publicising firm action against offenders
- We will support victims and witnesses of criminal damage

Anti-Social Behaviour

WHAT ARE THE ISSUES?

In 2003/04, there were 8,763 incidents of anti-social behaviour recorded by various Leicester City Council services (Housing, Environmental Health, etc). In addition to this, a further 47,009 incidents recorded by the Police were identified as anti-social behaviour using the 'closing code' classification. Adding in recorded crime data, this represented a total of 66,003 incidents of anti-social behaviour in Leicester in 2003/04. This was an almost 7% increase compared to the data for 2002/03. The top five problems (excluding 'other' and 'domestic disputes' categories) identified by the two key data sources are threatening/abandoned phone calls, graffiti/vandalism/damage, neighbour/community problems, disorder in public places, and noise.

Reports of Anti-Social Behaviour go to a number of different agencies including Leicestershire Constabulary, Leicester City Council (LCC) Housing Department, Registered Social Landlords (RSLs), LCC Food and Community Public Health ('environmental health') service, LCC City Cleansing, and the Leicester Anti-Social Behaviour Unit. Consistent monitoring of ASB (shared definitions, shared categories) remains an issue.

Drug-related Anti-Social Behaviour

Although there is little data in the audit which helps to paint the picture around the community or 'street level' drug scene – i.e. drug dealing out of people's homes, drug use in public places etc – findings from the public consultation exercise showed this is a concern. As such, the 'nuisance'/anti-social side of drug dealing, such as the impact of the presence of drug paraphernalia on streets, will be considered a priority issue for the Partnership to address in this strategy.

WHAT WE'VE DONE SO FAR

ASB is largely underreported and under-recorded. To address this, the Partnership in its previous strategy sought to determine the true level of anti-social behaviour across the city by establishing a monitoring project. In September 2003, LPACD also coordinated a 24-hour 'day to count' where all first hand reports of ASB were recorded to try to establish a true picture of the level of ASB in Leicester. A total of 467 reports were received on the day, equivalent to 170,455 incidents of ASB per year.

Also, LPACD has become a Together Action Area under the Government's three year ASB reduction plan. Through the campaign, the Partnership and the people of Leicester have identified what they regard as the 50 biggest ASB issues in the city. The Partnership aims to tackle all these issues by October 2005 to reduce ASB in Leicester and get the message across to victims and perpetrators that ASB will be tackled in Leicester, not tolerated. The

campaign has also set up an ASB helpline to which incidents of ASB can be reported in confidence and dealt with accordingly.

As well as determining the true level of ASB in Leicester and tackling ASB there has also been much support provided for victims and witnesses of ASB. Over a third of victims and witnesses who Witness Cocoon supported in July 2003 – July 2004 were seeking support for incidents involving ASB.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To tackle Anti-Social Behaviour in Leicester

TARGETS

1. Establish a baseline of ASB incidents reported to Leicester City Council in 2004/05 and maintain this level for the next three years
2. Establish a baseline of the number of these ASB incidents resolved and improve this year on year
3. To identify and tackle 10 Anti-Social Behaviour 'hotspot' issues per quarter
4. Reduce the number of incidents where used drugs paraphernalia is found in the streets*

**All drugs targets are provisional, and are subject to change based on impending Government directives*

ACTIONS

- We will work with partner agencies to increase and improve recording of ASB
- We will raise public awareness of ASB and help available in order to increase reporting
- We will increase public confidence, particularly that of victims and witnesses, in anti-social behaviour services by taking and publicising firm action against offenders of all types of anti-social behaviour
- We will undertake and ensure the successful achievement of all objectives of the Together Tackling Anti-Social Behaviour campaign
- We will undertake awareness raising work highlighting the damaging effect of drugs on communities in order to encourage the public to report rather than tolerate drug dealing
- We will make full use of legislation and best practice in developing and delivering interventions to reduce anti-social behaviour
- We will support the victims and witnesses of anti-social behaviour

Hate Crime

WHAT ARE THE ISSUES?

The concept of Hate Crime covers those types of crime/disorder that are motivated by the ethnicity, sexual orientation, or religion of the victim(s). Monitoring of Hate Crime is difficult given that the victims of such crimes usually belong to vulnerable or hard-to-reach communities that are reluctant to report such problems to the police.

Racist Hate Crime

In 2003/04, the police in the city recorded 887 racist incidents. Also, a further 202 incidents were reported to RHAG Monitoring Project. Over 50% of the racist incidents reported to the police were assaults whereas over 40% of the racist incidents reported to other organisations were verbal abuse. Verbal abuse racist incidents are recorded by the police and categorised as a form of assault. Even though the levels of reporting have gone up over the last five years, there is an identifiable trend where there is a seasonal increase in offending in summer and autumn months, which declines from mid November.

The data on incidents by location clearly indicates that “in or near the home” and “street” locations are where most of the racist incidents took place, with these two locations providing 77% of the total ‘scenes’. Hotspots identified were the following wards: Castle, Spinney Hills, Beaumont Leys and Charnwood

With regards to gender, there appears to be equal distribution by gender for victims. However, there are three times more male alleged perpetrators than female. The data indicates that the peak age for victims is in the age-band 30 to 39 years, although there is a smaller peak for victims in the age group 18 to 24. However, the key peak age group for alleged offenders is 10 to 24; there is also a slight rise in the 30 to 39 group.

The ethnic make-up of victims shows 35% of the victims of racist incidents are recorded as coming from an Asian background, whilst 16% came from an African or African-Caribbean background. 15% of all victims of racist incidents were of a White-European background. Ethnicity data for Offenders shows that 63% of all alleged offenders are recorded as being either British or White-European in appearance whilst 8% were classified as Asian, and 6% as African or African-Caribbean.

Data on Outcomes of reports shows that 21% of perpetrators were brought to justice as a result of police investigations; 50% were undetected where the investigation either failed or no further lines of inquiry or investigation were ongoing; in 8% of incidents the complaints were withdrawn; and Non-recordable incidents, those in which no crime per se had occurred, make up 16% of the total figure.

Homophobic & Transphobic Hate Crime

These incidents are those that are motivated against Lesbian, Gay, Bisexual, and Transgender (LGBT) people in Leicester. These crimes are underreported to the Police. Findings of the 2003 'Sexuality Matters' research study suggest that because of their sexual orientation, 50% of the LGBT community has faced verbal abuse; 14% have been the victims of physical attack; 16% have been threatened; 16% had had their property stolen or damaged; 6% have been the victims of a sexual attack; 4% have been blackmailed; and many have altered their normal routine because of the fear of victimisation. The survey also found that incidents are severely underreported, as no more than 5.5% of all these incidents were reported to the Police.

Of the 86 incidents recorded in 2003/04, 63% were crimes; the remainder were classified as non-recordable incidents; over 40% of incidents took place in the city. 9% of all crime incidents were committed within the immediate vicinity of Leicester's gay venues (but this correlates with prevalence for vehicle crime around these same locations – not necessarily homophobic in nature). The small number of reported incidents prohibits a more extensive evaluation of seasonal or daily trends.

The most likely age for victims (from Police data) are within the range 18 to 24 years. The majority of victims (63%) of recorded crimes are male, whilst one quarter are female. 7% of all victims are recorded as businesses. 72% of aggrieved people were white-European in appearance, with 4% being Asian and 2% African-Caribbean.

Of the crimes reported in 2003/04, only 12 offenders were identified. Of these, nine were male and three female. 11 offenders were White-European, whilst one was Asian. Ten of the offenders were brought to justice, with one being released with no further action taken.

Religious Hate Crime

Religious Hate Crime is where crime is committed against a person because of their actual or perceived religion. The 2004 Audit does not contain any information on this area of Hate Crime. However, the Leicester Council of Faiths, through receipt of anecdotal evidence, has been able to highlight Religious Hate Crime as an issue in Leicester, making it an issue the Partnership needs to address.

WHAT WE'VE DONE SO FAR

Hate Crime featured in the Partnership's last strategy in the form of the Racial Harassment priority – this is the first strategy in which we are addressing homophobic, transphobic, and religious Hate Crimes.

The overall objective for the Racial Harassment priority was to improve support to victims of racial harassment, whilst taking firm action against perpetrators, with the short-term goal of increasing reporting and along-term goal of reducing the frequency of incidents. Increasing

of reporting also meant improving data collection methods, raising public awareness of racial harassment, and improving services to victims of racial harassment.

In the last three years the Partnership has achieved all of these aims. Reports of racial harassment to the police have increased year on year from 767 incidents in 2002 to 810 in 2003 to 887 in 2004, with a further 202 reports of racial harassment being reported to the Racial Harassment Action Group Monitoring Project (RHAGMP) in 2004. This was partly due to improving data collection methods and partly due to public awareness campaigns on racial harassment.

RHAG was also responsible for developing and facilitating awareness campaigns on issues of racial harassment. The group consulted 50 young people and 33 youth and community workers on issues surrounding racial harassment. They also produced posters to raise awareness of racial harassment and achieved an increase in public awareness of the issues, which was measured by the increase in the number of racist incident reports forwarded to the project and logged on the harassment database.

In improving services and responses to victims of racial harassment RHAG secured funding for a caseworker to work directly with victims of racial harassment. The caseworker provides support for victims attending court; they liaise with schools to discuss child victim support issues; and they refer some victims to Age Concern, Adult Direct Access Services, the Adhar Project, and the Somali Women's Group. The caseworker also contributed to a victim resource pack highlighting the role of RHAG, the role of schools in dealing with harassment, and how caseworkers can support victims.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce Racist, Homophobic & Transphobic, and Religious Hate Crime in Leicester

TARGETS

1. Increase the reporting of Racist Hate Crime incidents to all agencies participating in RHAGMP in 2007/08 by 33% (10% increase annually) against baseline figure for 2004/05
2. Establish a baseline figure for Homophobic & Transphobic Hate Crime incidents in 2004/05 by December 2005, and then increase the reporting of incidents by 2007/08
3. Establish a baseline figure for Religious Hate Crime incidents in 2004/05 by December 2005, and then increase the reporting of incidents by 2007/08
4. Establish a baseline for legal interventions and enforcements for all Hate Crimes by December 2005, and then set a target to increase this

ACTIONS

- We will increase the reporting of incidents by using and building on available research to understand and address the reasons for under-reporting by victims of Hate Crime
- We will identify and build on current data sources and monitoring projects to improve recording of Hate Crime incidents
- We will identify and tackle Hate Crime hotspots across the city using quality data collection and analysis
- We will raise public awareness of the unacceptability and consequences of Racial, Religious, and Homophobic & Transphobic Hate Crime
- We will establish links with groups vulnerable to Hate Crime to raise awareness of where to get help, how to report incidents, and how to ensure personal safety
- We will undertake preventative work with those most at risk of offending in order to prevent Hate Crime
- We will undertake work in schools to address issues around Hate Crime experienced or perpetrated by young people on young people
- We will work with partners to increase the number of offenders brought to justice through civil or criminal enforcement for committing Hate Crimes
- We will work with partners in offender management to develop a behaviour change programme to address and change the cause of the behaviour of perpetrators of Hate crimes
- We will learn from local successes and national best practice in developing and delivering interventions to tackle Hate Crime
- We will support the victims and witnesses of Hate Crimes

Preventing and Reducing Offending

THEMATIC AIM

To prevent, deter and reduce offending by prolific and priority offenders and young people in Leicester

PRIORITIES

- Prolific and Other Priority Offenders
- Young People and Young Offenders
- Restorative Justice, Reparation, and Communication

STATUTORY AGENCY CHAIR

Leicestershire & Rutland Probation Service

OTHER KEY PARTNERS

Leicestershire Constabulary	Crown Prosecution Service
Leicester Youth Offending Service	Leicester Victims of Crime Support
Leicester Mediation Service	Drugs Intervention Project
Leicester Anti-Social Behaviour Unit	Leicester City Council

Prolific and Other Priority Offenders

WHAT ARE THE ISSUES?

The Prolific and Other Priority Offenders Strategy was launched on 30th March 2004. It has three complementary strands (prevent and deter, catch and convict, rehabilitate and resettle) that seek to reduce crime by targeting those who offend most or otherwise cause most harm to their communities. The aim is to tackle the 5,000 prolific and other priority offenders (0.5% of active offenders) who commit a disproportionate amount (around 10%) of all crime each year. By doing so the strategy will primarily work towards crime reduction but will also contribute to other Government priorities such as reducing the fear of crime, empowering victims and witnesses, and building confidence in the criminal justice system.

It is the responsibility of LPACD to take overall accountability for the implementation of the Prolific and Priority Offenders (PPOs) strategy within Leicester and ensure the development of arrangements locally for Prevent and Deter, Catch and Convict and Rehabilitate and Resettle. Within these strands the Partnership must ensure that all agencies prioritise their resources on identified PPOs with the explicit aim of putting an end to their offending. The Partnership will co-ordinate and monitor delivery of the programme, and report back to the Home Office via Government Office East Midlands.

As a result of this a Prolific and Other Priority Offenders scheme has now been established in Leicester with the formation of MAPPOM (Multi-Agency Prolific and Priority Offender Management). MAPPOM is comprised of representatives from Leicester City Youth Offending Service, Leicestershire Constabulary, Leicestershire Probation Service, Drug Intervention Programme, Crown Prosecution Service, and Leicester Anti-Social Behaviour Unit. The MAPPOM team target those identified in their referral process as prolific offenders (those committing disproportionate amounts of burglaries, street robberies, and theft of or from motor vehicles) and priority offenders (those identified as being responsible for causing serious disruption to local communities either by anti-social behaviour or criminality that does not fall into the criteria for prolific e.g. drug dealing, prostitution etc). Once identified, these offenders are then targeted with a range of interventions aimed at either preventing and deterring them from further criminality, catching and convicting them, or rehabilitating them.

Catch and Convict and Rehabilitate and Resettle

These two strands focus on the same group of offenders, those that are already prolific or priority, including both adult and juvenile offenders. Once identified, all agencies within MAPPOM ensure that they prioritise their resources on these offenders, with the explicit aim of putting an end to the harm they cause.

Catch and Convict

Catch and Convict reflects the need for robust and proactive criminal justice processes, to ensure effective investigation, charging and prosecution of PPOs. MAPPOM will adopt a Criminal Justice System Premium Service to ensure that these offenders are consistently prioritised throughout the Criminal Justice System. It is expected that the Premium Service will be demonstrably more effective in convicting PPOs faster.

Rehabilitate and Resettle

The Rehabilitate and Resettle strand aims to present PPOs with a simple choice: reform or face a very swift return to the courts. This will be undertaken through management of offenders, whether in the community or in custody, through provision of support and priority access to services, including drug treatment, training, employment, housing etc.

WHAT WE'VE DONE SO FAR

Although the Prolific and Other Priority Offenders is a new Government strategy it does seek to build upon and further develop work that has already been carried out with persistent offenders. In Leicester, LPACD has previously worked in partnership with the Persistent Offender Reduction Team (PORT) to reduce offending by persistent offenders in Leicester. PORT targeted those persistent offenders (convicted of seven or more offences in a 12 month period) who were committing burglaries, robberies, thefts, and offences of violence. The PORT team sought to reduce offending by carrying out intensive periods of supervision and surveillance of these persistent offenders and to rehabilitate them by providing help support and advice on issues such as substance misuse, health, training, and employment. The work of the PORT team was included in the Partnership's last strategy and was extremely successful. The Partnership set a target for PORT to have 40 offenders on the scheme and to reduce re-offending by those 40 persistent offenders by 10%. PORT achieved both targets, 40 offenders were targeted by the scheme, and of those nearly half (46%) did not re-offend during their time on the project. Following on from the success of PORT this team will now form part of the MAPPOM team.

WHAT WE'RE DOING 2005-2008

OBJECTIVE

To reduce the frequency and seriousness of offending by prolific and priority offenders in Leicester

TARGETS

1. By October 2005, establish separate baselines for the frequency and the seriousness of offending by prolific and priority adult offenders and prolific and priority juvenile offenders in Leicester before referral to MAPPOM and after.
2. By October 2005, set yearly targets for reducing the frequency and seriousness of offending for both adult and juvenile prolific and priority offenders
3. Increase the percentage of Prolific & Priority Offenders requiring Drug Treatment who are retained in treatment for at least 12 weeks before discharge*

**All drugs targets are provisional, and are subject to change based on impending Government directives*

ACTIONS

We will implement and develop the Catch and Convict strand of the prolific and priority offenders strategy by:

- Increasing the percentage of prolific and priority offenders and the offences that they commit that are brought to justice
- We will inform criminal justice agencies of the impact of MAPPOM's work with prolific and priority offenders and how this may impact upon issues of sentencing, bail conditions, ASBOs etc

We will implement and develop the Rehabilitate and Resettle strand of the prolific and priority offenders strategy by:

- Increasing the number of prolific and priority offenders retained in drug treatment for at least 12 weeks before discharge
- Increasing access to accommodation, education, training and employment for prolific and priority offenders on release from custody
- Establishing a Local Offender Management Panel which will identify appropriate resources for Rehabilitation and Resettlement

Young People and Young Offenders

WHAT ARE THE ISSUES?

Young people who are not prolific offenders but who are offending on a lower scale or who have been identified as at a high risk of offending are included in the Prevent and Deter strand of the Prolific and Priority Offenders Strategy.

The aim for Prevent and Deter is to prevent those most at risk of becoming the prolific offenders of the future from doing so. This strand will help to stop the supply of new prolific offenders by:

- Reducing re-offending, so that those who are already criminally active do not graduate into becoming prolific offenders;
- Reducing the numbers of young people who become involved in crime.

It will do so by focusing in particular on three specific target groups:

- Young offenders within the youth justice system, but who are not yet prolific offenders, where the objective is to avoid escalation of offending, through youth justice interventions;
- Older children and young people at high risk of criminality. Some of this target group may already be involved in less serious offending, but not yet within the youth justice system. There are intensive targeting programmes that focus on this group;
- Children (from an early age) in need of support now and at risk of a wide range of poor outcomes including criminality, who are targeted by early intervention programmes.

The two strands within prevent and deter are quite distinct and therefore young people for each strand are identified differently and are provided with separate interventions. The prevent group are those that are not yet formally in the youth justice system, but have been identified to be at a high risk of offending, or those who have just started to offend, at the reprimand stage for example. These will be targeted through youth early intervention programmes such as the county's YISP or the city's YIP. The deter group are those that are already involved with the Youth Offending Service and subject to youth justice interventions and are clearly on the cusp of developing into the PPO group targeted by catch and convict. Identification and management of these offenders will be via MAPPOM juvenile arrangements.

WHAT WE'VE DONE SO FAR

In the Partnership's last strategy we worked very closely with Leicester City Youth Offending Service (YOS) to deter young offenders from offending. Leicester City YOS identifies the

needs of each young offender by assessing them with a national assessment. It then identifies the specific problems that contribute to the young person's offending as well as measuring the risk they pose to others. This enables the YOS to identify suitable programmes to address the needs of the young person with the intention of preventing further offending. The Partnership set Leicester City YOS targets to reduce the number of young offenders committing domestic burglaries by 8%, vehicle crime by 20%, and robbery by 5%. All targets were achieved. One of the performance indicators as part of this target was to develop preventative interventions including Junior Youth Inclusion Programmes (YIPs) in partnership with other agencies. There are now three Junior YIPs operating in Leicester. Each Junior YIP works with a core group of 40 young people aged 8 to 12 years old who are identified as at a high risk of offending and aims to prevent them from becoming offenders. The four main objectives of the Junior YIP are to:

- Demonstrate a reduction in risk factors that increase the likelihood of a young person offending and an increase in protective factors that deter them from offending, including working with parents
- Reduce anti-social behaviour and nuisance in a neighbourhood
- Reduce non-school attendance among the identified group of young people
- Reduce youth offending rates among the identified group of young people

Targeted activities are provided to the core group of young people, including sports, music, skills development, and other activities specifically designed to increase the young person's protective factors and reduce risk factors. The activities are provided after-school, at weekends, and during school holiday periods.

WHAT WE'RE DOING 2005-2008

OBJECTIVE 1

To prevent offending by children and young people assessed as at high risk of entering the Criminal Justice system

TARGETS

1. By October 2005, establish a baseline for the number of young people who meet the criteria for the 'prevent' group
2. By March 2008 to reduce the number of first time entrants to the Youth Justice system by 5%

ACTIONS

This objective will be delivered through the implementation of the 'Prevent' element of the 'Prevent and Deter' strand of the Prolific and Other Priority Offenders Strategy

- By October 2005 we will develop a matrix detailing eligibility criteria for the 'prevent' group
- We will establish a multi-agency working group to co-ordinate intervention programmes designed to prevent offending by children and young people
- We will establish a system to measure the number of first time entrants by children and young people in the youth justice system
- By 2008, to have in place a Youth Crime Prevention Strategy
- We will establish a YISP for those young people identified as at a high risk of offending

OBJECTIVE 2

To reduce offending by children and young people assessed as at high risk of being a POPO.

TARGETS

1. By July 2005, to establish a baseline for the number of young offenders who meet the criteria for the 'deter' group, and set yearly targets for reducing the number of young offenders in the 'deter' group
2. By October 2005, establish a baseline to measure seriousness and frequency of offending by the 'deter' group and set yearly targets to reduce this

ACTIONS

This objective will be delivered through the implementation of the 'Deter' element of the Prevent and Deter strand of Prolific and Other Priority Offenders Strategy

- Recruit the offender management co-ordinator (young people)
- Establish a multi-agency Local Offender Management Panel

Restorative Justice, Reparation, and Communication

WHAT ARE THE ISSUES?

Restorative Justice

Restorative justice seeks to bring all those affected by a crime – offenders, victims, their families, and the wider community – together (either directly or indirectly) to discuss what has happened, who has been affected, and how the harm can be repaired. It aims to provide victims with a chance to get answers to their questions, to tell the offender what the real impact of their offending was, to secure reparation for victims, and to repair relationships thereby reducing the likelihood of future conflicts between victims and offenders. It also attempts to prevent or reduce the risk of re-offending, reintegrate offenders into their communities, and meet the needs of offenders helping them identify interventions to stop them offending. Discussions are currently underway between victim support and MAPPOM on how direct mediation between offenders and victims can be built into the scheme.

Reparation

Reparation is slightly different to restorative justice but is based on the same principles. Reparation seeks to repair or restore the harm caused to communities but not necessarily directly to the victim. Within MAPPOM, prolific offenders will also be expected to undertake two types of work relating to victims. The first will involve the offender, either individually or in small groups looking at the crimes they have committed and the consequences for their victims. This will normally take between 8 to 10 sessions. The second aspect of the work will be to involve offenders in reparational activities, literally giving their time and skills to improve the community they offended against. This might include decorating a nursery, for example, or unpaid work in local parks. It is anticipated that many reparational projects will come through LPACD.

Communication

The partnership would like to inform the people of Leicester of the work that is carried out by all offenders in this target group such as work that the offenders carry out in the community and the efforts that are being put in by various agencies to rehabilitate and resettle these offenders.

WHAT WE'VE DONE SO FAR

In Leicester, a lot of work has already been undertaken by a variety of different agencies to establish restorative justice and reparation schemes. Through the Partnership's last Crime and Disorder Strategy a Victim and Witness Action Group (VWAG) was established. VWAG

identified through their research into services for victims and witnesses in Leicester a gap in the provision of restorative justice if a victim of crime wants to access this provision. VWAG is currently seeking to address this and has incorporated restorative justice into its 'Strategy for a Seamless Service for Victims and Witnesses of Crime in the City of Leicester'.

To achieve this VWAG is currently working towards increasing provision of restorative justice for those victims and witnesses who request it and identifying areas where offenders could carry out reparative work. As part of their strategy and part of the Partnership's last strategy VWAG recruited a Victim Support Officer who is seconded to Leicester City YOS. The Victim Support Officer works alongside the police in obtaining victim details and providing victims with the opportunity to participate in restorative justice schemes offered by the youth offending team. The Officer also provides support for victims and witnesses who choose to take part in restorative justice. Leicester City YOS have also established a reparation team consisting of a restorative justice manager and four workers to incorporate restorative processes into youth justice interventions. The team provide victims whose perpetrators are sentenced to a referral order the opportunity to attend the panel meeting and meet the offender and have an input into what reparative work they would like the offender to undertake.

Through their monitoring and evaluation, the team found that in the quarter ending September 2004 88.8% of victims were consulted in regards to taking part in restorative justice, and of these all that participated in restorative justice were satisfied or very satisfied. Leicestershire Mediation Service (LMS) works with Leicester City YOS in providing Victim Impact Work for offenders on ISSP and supports the youth offending service in delivering both direct and indirect mediation between offenders and victims. LMS also work with MAPPOM in providing Victim Impact Awareness courses for offenders and facilitate direct and indirect mediation in the community between victims and perpetrators of anti-social behaviour on behalf of Leicester City Council.

WHAT WE'RE DOING 2005-2008

OBJECTIVES

To use restorative justice, reparation and communication to address the harm caused to victims and communities by offenders in this target group.

TARGETS

1. By March 2008, 100% of MAPPOM's prolific and priority offenders to undertake some form of victim impact work
2. By March 2008, to offer the most recent victim of 25% of prolific and priority offenders the opportunity of direct or indirect mediation

3. By March 2008, to ensure that 75% of victims who participate in direct or indirect mediation or restorative justice with an adult offender are satisfied
4. By March 2008, to ensure that 75% of victims who participate in a restorative process with a juvenile offender are satisfied
5. By December 2005, a DVD for prevention of youth offending to be produced
6. 4 media interviews held per year detailing work prolific and priority offenders carry out with MAPPOM
7. Issue at least 2 forms of communication a year detailing the work prolific and priority offenders have undertaken in the community

ACTIONS

- We will work in partnership with Leicestershire Mediation Service, Victim Support, and other relevant agencies to increase staff skills and expertise in restorative justice techniques
- We will promote the restorative and reparation work undertaken by prolific and priority offenders in the communities of Leicester through the use of promotional material and the media
- We will develop and promote the victim impact work undertaken with prolific and priority offenders
- We will establish a restorative justice project
- We will work with reformed prolific and priority offenders to gather their experiences
- MAPPOM will contact victims and inform them of or offer them the opportunity to state a preference to the type of restorative or reparative work carried out by the offender

Delivering the Strategy

Delivering the Strategy –
An Overview

Performance Management
Framework

Roles & Responsibilities

Local, Regional, & National Partners

Delivering the Strategy

The Partnership is in effect an organisation made up of organisations. With so many people involved in delivering on the strategy, it is important that the Partnership has in place a robust Performance Management Framework, which is set out on the next page.

Performance Management is not a new area for the Partnership. The Partnership has long had in place mechanisms for managing, monitoring, and evaluating its performance against its objectives and targets. However, we recognise that the Partnership's approach to performance management could be improved to ensure projects are more tightly managed and issues around slippage are swiftly addressed and corrected. By doing so, the Partnership will ensure that it maximises its performance and meets all the targets set out in this Strategy.

The motivation and performance of our partners, the understanding we all have of our aims and objectives, and the information that partners give and receive will all have a crucial impact on the quality of our work, whether we achieve the desired outcomes, and whether we can continuously improve.

The Partnership recognises that we are accountable to the people of Leicester, the community that we serve, in addition to other stakeholders and partners. Accordingly, we need to provide information on our performance to those people and organisations so that they can judge whether we provide an effective service and give value for money.

In addition, some of the targets and standards that we are required to meet in this Strategy are set and monitored by Government departments or agencies. Our performance on meeting these targets or standards is reported publicly in the national performance indicators, so it is vitally important that we manage performance to ensure we are not failing on these issues.

To facilitate more effective performance management, the Partnership has reviewed its structures and the roles and responsibilities of the different internal groups. The new structure, along with a description of roles and responsibilities, can be found on page 68.

Performance Management Framework

Why do we need to manage our performance?

There are several reasons why we need to manage performance. The Partnership has a duty and a desire to provide best service and value in everything that we do. In order to do this we need to:

- Use evidence to identify the priorities for action
- Identify and set the appropriate performance indicators/targets
- Action plan the required interventions
- Monitor performance delivery
- Take corrective action promptly if we are not making enough progress on achieving the desired outcomes
- Review the effectiveness of, and value provided by, the interventions
- Learn from this and continuously improve

Some of the other benefits of effective performance management include:

- Clarity of responsibilities and roles – Who is accountable for What
- Identifying our successes and areas for improvement or change
- Improving communication – internally and externally
- Knowing where to focus our resources

To drive forward improvements, the Partnership has adopted a model for its Performance Management Framework that will provide a transparent decision making process based upon evidence and best practice. The model is based upon recommendations made in the 'Building Communities – Beating Crime' White Paper (5:19), and is compliant with the National Intelligence Model.

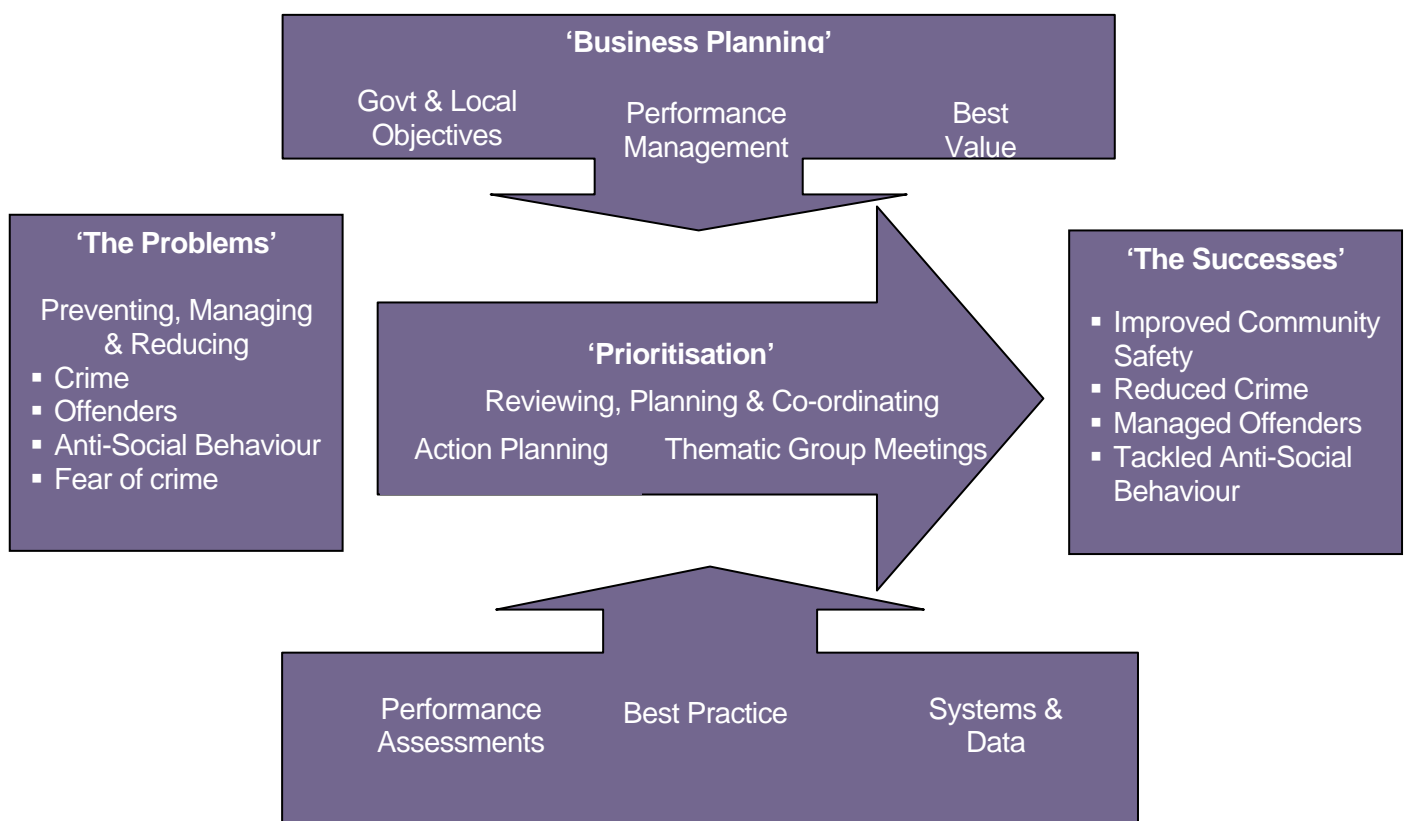
The National Intelligence Model (NIM) was initially developed by the National Criminal Intelligence Service for use by law enforcement agencies (Police Services and other agencies such as Her Majesty's Customs & Excise) to provide clarity and standards for intelligence work. The model is held as best practice in intelligence-led policing and law enforcement, and provides a framework that drives strategy and service delivery. The principles of the NIM are suitable for use in relation to new or emerging problems for all community safety needs.

The Partnership's Performance Management Framework (PMF) recognises the changing requirements for managing community safety issues and highlights three key needs:

- The need to plan and work in cooperation with partners to secure community safety
- The need to manage performance and risk
- The need to account for budgets

How the PMF works

The PMF is centred on a Reviewing, Planning, and Co-ordination (RPC) approach that is fundamental to moving from 'the problems' to 'the successes'. The diagram below shows this process, using terminology from the NIM framework.

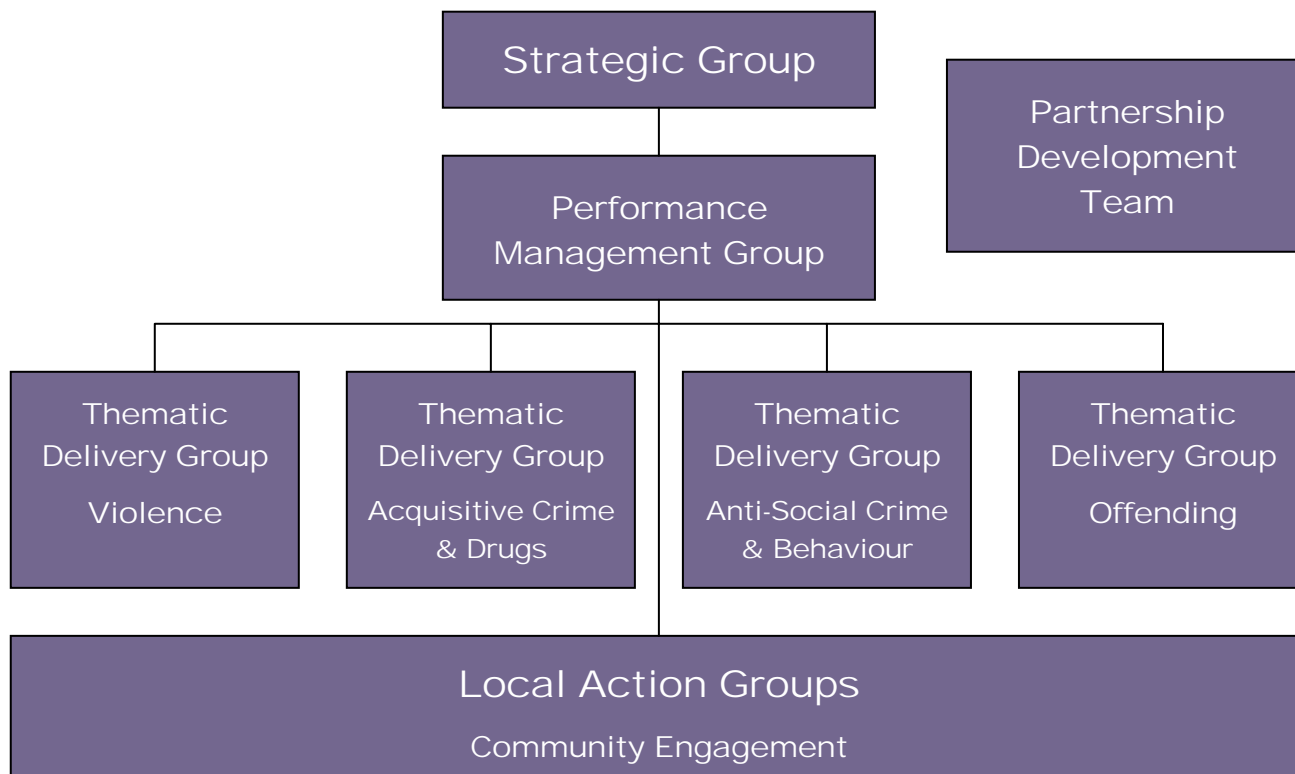


The point of 'prioritisation' (i.e. reviewing, planning and co-ordination) is to identify and undertake actions that are going to have the greatest impact on 'the problems' (i.e. crime, offenders, etc) in order to produce 'the successes' (i.e. improved community safety, etc). The 'business planning' drivers (top and bottom arrows) are those issues that influence what actions are identified, and how and when they are taken.

The PMF described above will be adopted by all levels of the Partnership to govern its actions and performance. The specific roles and responsibilities that each partner or group will take are outlined below.

Roles & Responsibilities

The Structure of the Partnership



Overview of Group Roles & Responsibilities

The statutory decision making body is the **Strategic Group**, which includes all agencies required by the Crime & Disorder Act 1998 to be a part of a Crime & Disorder Reduction Partnership. It also includes the Strategic Partners listed on page 8.

The **Performance Management Group** is responsible for the delivery of the strategy and monitoring the targets every quarter. It will also be responsible for evaluating the resources available to the partnership and making recommendations upon commissioning of projects. The **Thematic Delivery Groups** are responsible for co-ordinating and delivering the activities for each objective listed under their theme. Both the Thematic Delivery Groups and the Performance Management Group include a mix of representatives from Statutory, Strategic, and Voluntary agencies.

The **Local Action Groups** are the community engagement arm of the Partnership based on Local Policing Units, and the **Partnership Development Team** is a small full-time team that provides the necessary infrastructure to the partnership in terms of developmental, performance, and clerical support. The following pages describe the roles and responsibilities of each group in relation to the PMF.

Strategic Group

The Strategic Group has a membership as set out in the constitution.

The group sets the strategic tone and direction of the partnership in addition to being the final decision making arena for the partnership.

Members of the group represent the partnership at:

- The Leicester Partnership (and Co-ordinating Group)
- The Community Safety Programme Board
- The 'Bilateral' performance meetings with representatives of the Home Office Partnership Performance & Standards Unit and/or Government Office East Midlands
- At other meetings as deemed appropriate

Members will be in a position to inform their parent agencies as to the performance of the partnership.

The Group will receive strategic assessments of performance. The clerical and administrative support required for Strategic Group meetings will be the responsibility of the Partnership Development Team.

Performance Management Group

The Performance Management Group acts as a cross-strategy 'Reviewing, Planning, and Coordinating' Group for service delivery.

The Chair is the Vice-Chair of the Strategic Group as elected under the constitution of the Partnership, and is accountable to the Strategic group for service delivery across the Partnership.

The membership of the group includes the Chair, the Chairs of each Thematic Delivery Groups, and representatives of statutory partners who are not represented by other means.

The group will meet six-weekly and will review operational performance across the strategy as a whole. The Chair will require the Chair of each Thematic Delivery Group to account for service delivery in their thematic area of responsibility.

Every 6 months, the group will consider the strategic delivery against the control strategy. The purpose of the strategic planning and co-ordination meetings is to set up, review, or amend the control strategy and, having set the priorities, to make the principal resource commitments. The Group will consider the demand for resources and will make commitments of these resources on behalf of the partnership.

The group will receive operational and strategic assessments of performance. The Clerical and administrative support required for Performance Management Group meetings will be the responsibility of the Partnership Development Team.

Thematic Delivery Groups

The Chair of each Thematic Delivery Group is a member of, and accountable to, the Performance Management Group for their theme area.

The Chair of each group is responsible for assembling a team of partner agency representatives to undertake responsibility for taking and performance-managing actions in relation to the theme objectives. In effect, the Thematic Delivery Groups will undertake the role performed by the Priority Action Groups under the first two strategies of the Partnership.

The Chair should ensure that the provision of service does not duplicate work that is already in existence with Leicester. Where a relevant service provider is already in operation the Chair should generate links with them to avoid duplication and maximise use of resources.

The group will identify baseline data and set targets or indicators that can be used to measure performance and demonstrate effective service delivery. Where these targets or indicators exist for constituent partners, the Chair will take those into consideration to avoid duplication and make best use of existing baseline and performance management data.

If an identified priority or objective does not already have targets or indications, it will be the responsibility of the Chair together with the group to establish these. The Chair should consult with partners or experts in the field to ensure the targets or indicators identified are appropriate, realistic, and achievable.

Group members will be responsible for producing Action Plans setting out what will be done to achieve each objective. This process will include identifying a lead person for each action plan who will be accountable for delivering the intervention specified.

Each meeting of a delivery group will address the operational issues for the partnership in that specific area of responsibility. In doing so it will consider four types of intervention:

- Targeting priority issues in line with the priorities of the strategy
- Focussing on specific geographical hotspots that have been identified
- The investigation and further researching of emerging trends
- The application of the range of 'preventative measures' such as CCTV and lighting schemes or community action initiatives

The Group will be required to assist in producing the Performance Report for their thematic priority (they need to submit information; the Partnership Development Team will produce

the report). These reports will set out (a) areas of effective performance, (b) areas for development, (c) emerging trends, and (d) recommendations for service delivery.

Local Action Groups

Local Action Groups are community focused crime and disorder action groups that are coordinated out of, and cover the areas of, Local Policing Units. Over the last six years, the Local Action Groups have held regular meetings for local residents to air concerns and suggestions. Resident feedback has then been used to create Action Plans for the local delivery of crime and disorder reduction initiatives.

Under this Strategy, the Local Action Groups will continue to be the 'community engagement arm' of the Partnership. They will continue to be responsible for holding meetings with local residents and forming action plans based on local needs. Local Action Groups will also be required to undertake annual 'patch walks' in order to conduct a local audit of ongoing and newly emerging crime, disorder, and drugs issues.

Partnership Development Team

The Partnership Development Team (PDT) is responsible for:

- Generating Performance Reports for each Thematic Delivery Group
- Generating cross-strategy Performance Reports for the Performance Management Group
- Generating Strategic Assessments for the Strategic level group
- Providing the administrative and developmental support to the partnership as a whole
- Providing the administrative and clerical support to the meetings of the Strategic & Performance Management groups (but not the Thematic Delivery Groups)
- Providing a named Development Officer to assist the Chair of each Thematic Delivery Group to drive and develop the control strategy
- Coordinating delivery of the Communications and Data Management Strategies
- Arranging the 'Crosscutting Themes Workshops' that will be held to examine cross cutting issues like Victims and Witnesses

Local, Regional, and National Partners

The Partnership does not work in isolation in Leicester. Instead, the Partnership is connected to numerous other agencies, partnerships, and organisations; some because of statutory or funding obligations, and others because of the benefits the relationships bring to both parties. The diagram below shows the interactions some of these agencies (a description of each is also included below):



The Local Strategic Partnership

There are numerous partnership arrangements within Leicester that tackle other issues of concern to the people of Leicester. These partnerships come together as part of the Leicester Partnership, which is the Local Strategic Partnership for the city of Leicester.

The Leicester Partnership Against Crime & Disorder may be described as the principle Community Safety 'element' of the LSP and, in addition to standing on its own merits, this strategy will be incorporated within the Safer & Stronger Communities section of the LSP's

Community Plan. The LSP contributes significantly to the work of the Partnership through provision of funding, making the Partnership accountable to the LSP as a result.

Home Office Partnership Performance & Standards Unit

The Partnership is statutorily accountable for its performance to the Home Office's Partnership Performance & Standards Unit (PPSU) via the Crime & Drugs team of Government Office East Midlands (GOEM). Quarterly performance meetings are held between representatives of the Partnership and GOEM.

Community Safety Programme Board

The Partnership also recognises the benefits from working in collaboration with the Community Safety Programme Board (CSPB), which is a voluntary, co-operative body set up to address crosscutting themes emerging from the CDRPs of Leicester, Leicestershire, and Rutland (LLR). Membership of the CSPB includes the Chairs of all CDRP's in LLR, as well as Chief Executives from the Local Authorities and representatives from other statutory partner agencies such as the Leicestershire Constabulary, Leicestershire Fire & Rescue Service, and the Probation Service.

Partners and Partner Accountability

All of the statutory partner agencies of the Partnership are also accountable for their contribution to the Partnership through their own organisations – for example, the Council is inspected by the Audit Commission in relation to its contribution to Community Safety, and the Police are inspected through Her Majesty's Inspector of Constabularies.

Commonality between all CDRPs

The Partnership recognises that there are a number of common issues across the City, County and Rutland – e.g. violent crime, domestic violence, and burglary. The Partnership may work with other CDRP's to address these cross cutting themes and actions may include:

- Problem identification and response
- Joint campaigns and media strategies to raise awareness
- Joint enforcement campaigns
- Joint approach to annual calendar of events
- Responding to annual variations in crime trends and national initiatives

The Partnership has also established links with the Community Safety Partnerships in Nottingham and Derby. It is intended to identify core themes between the cities and where appropriate, to explore the establishment of regional action campaigns.

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