

# North West Leicestershire Partnership in Safer Communities Community Safety Strategy 2010/11 Annual Refresh



## **Vision statement:**

We will work together with local people to reduce crime and disorder and the fear of crime in North West Leicestershire, thereby improving the quality of life for our community



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# Introduction

In 2008 the North West Leicestershire Partnership In Safer Communities (NWL PISC) wrote its three year Community Safety Strategy. The following priorities were identified for 2008-11;

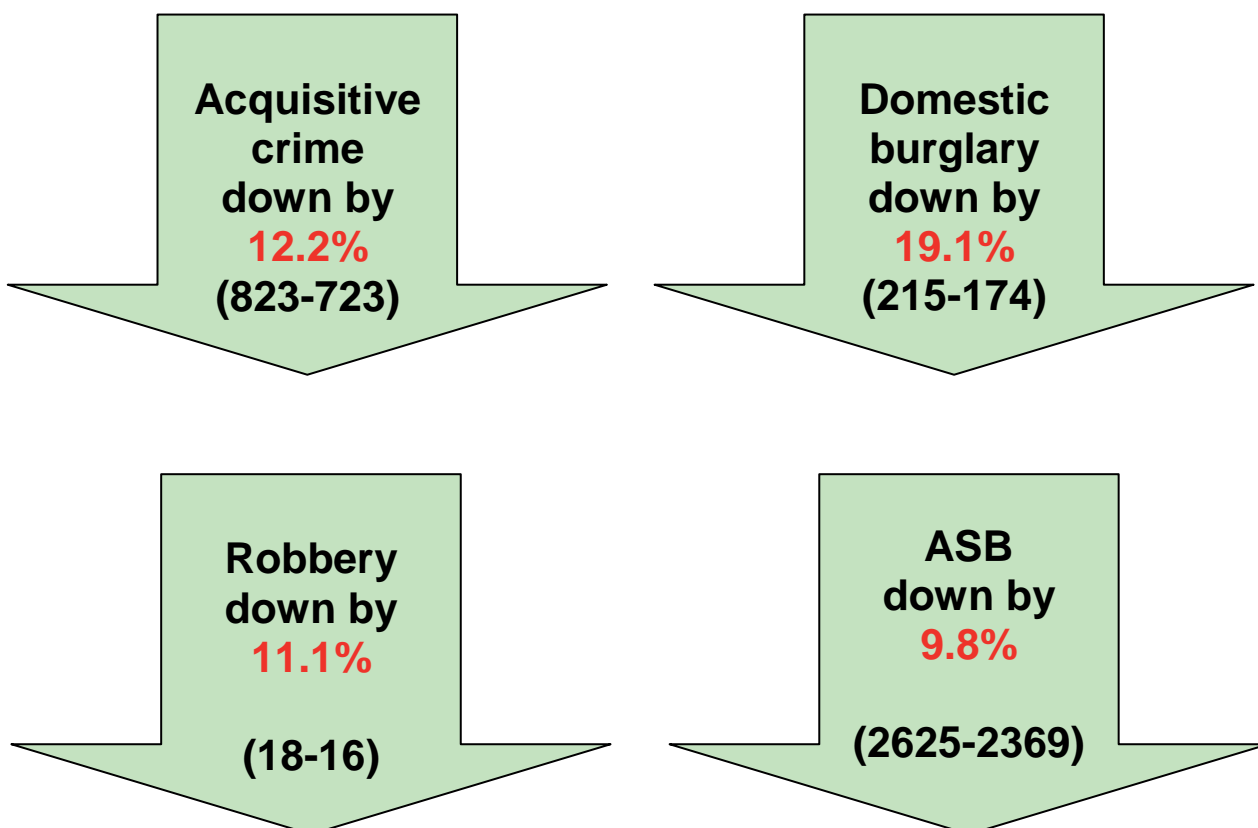
1. Reducing the level and fear of crime
2. Tackling anti-social behaviour
3. A safer evening and night time economy
4. Tackling domestic abuse
5. Young people

In 2009 we revisited these priorities, and with the assistance of a Local Strategic Assessment Profile were able to revise them to the following;

1. To reduce crime and the fear of crime; targeting re-offending
2. Violent crime (including domestic abuse, hate crime and safer evening and night time economy)
3. Anti-social behaviour and the confidence agenda
4. Road safety
5. Drugs and alcohol

## Progress and Achievements

The arrows below illustrate some of the key successes that we have seen in relation to crime trends in the District. The data relates to November 2008 to November 2009.



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- i. **Performance management** – This is undertaken using a number of methods including the monthly crime dashboard. In summary this outlines the key crime trends and patterns.
  - ii. **Perception and confidence** – The Police CRAVE survey has been funded to help measure local people’s confidence levels in how well the Police and Council are tackling crime.
  - iii. **Funding** – The Partnership secures an annual allocation for its activities via the County Council and Police. This year it has been enormously successful in seeking and receiving an additional £130k. Approximately £54k has been secured towards the development of Automatic Number Plate Recognition within the CCTV system. This will help track offenders vehicles.
  - iv. **Key projects**
    - **Positive Futures** – Continues to be a success in terms of engagement with young people and diversionary activities. 400 young people took part this year.
    - **Respect 2010** – This is the third year we have run this event. 11 young people’s projects have been funded, and 3 nominated organisations have received an award.
    - **Domestic Violence Outreach and IDVA Posts** – These workers have offered invaluable support to local victims of domestic abuse.
    - **Substance misuse** – The Turning Point Drug Service in Coalville is into its third year of local operation, and is proving to be effective in engaging with substance misusers.
    - **Safe** – This is the second year that the Youth Council has hosted this event. On the 17 February 2010 we held a day session to give out community safety information to approximately 200 local people. In the evening we held workshops on key safety issues that affect young people. The event was sponsored by United Biscuits and Live Nation.
    - **Not in my Neighbourhood Week** – In November 2009 we held our public consultation with local people. The Police beat bus visited many locations and provided community safety information and the opportunity for residents to tell us what issues affect them.
    - **Diana Awards** – In July 2009 young people from Castle Donington received the Princess Diana Award for their positive commitment to improving the local community.
    - **Download Rock Festival** – In July 2009 Donington Park hosted the Download Rock Festival. We were able to provide festival goers with advice to improve their safety during the event. This included information on keeping their property safe, alcohol and drug awareness.
    - **Mediation** – This is the second year that our anti-social behaviour team has been able to make use of mediation services for neighbour disputes. All 10 cases have successfully engaged with the independent mediator to resolve their issues.
    - **Impact** - working with young people in the District to encourage positive behaviour.
    - **Stop and tell** - In January 2010 we held our first hate crime awareness week to encourage reporting.

The Partnership has again critically assessed the strategic assessment, and revised priorities for action in 2010-11. Intelligence led planning has ensured that the priorities established in 2008 have been refined and a wholesale change of direction has been avoided. Our main aim is to improve local people’s confidence in relation to crime and disorder, and the way it is dealt with. Our priorities to achieve this are:

1. To reduce anti-social behaviour and increase public confidence that effective action is being taken
2. Reduce the harm caused by drugs and alcohol

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3. Continue to reduce crime and the fear of crime, particularly vehicle crime and burglary other than dwelling
  4. Continue to reduce violent crime prioritising domestic abuse, hate crime and road safety

We will work across all areas of the District, but particularly focus on priority places including;

1. Coalville and Snibston Wards
2. Measham
3. Ashby
4. Castle Donington

Attention will still be given to the District in its entirety, but it was felt that these areas warranted a concerted effort to tackle the highlighted issues in the Strategic Assessment.

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# Principles and equality

The Partnership has agreed a set of principles upon which it conducts itself in ensuring that successful outcomes are delivered. These are based upon the values of co-operation, transparency, integrity, equality and accountability.

**Co-operation** – recognise that successful partnership working is based upon trust and co-operation between partners and the community they serve and encourage such an approach in addressing issues of crime and disorder

**Transparency** – aim to consistently provide a clear and transparent picture of activity so as to strengthen partnership working and increase confidence of local communities

**Integrity** – constantly monitor the impact of partnership tactics and activity so as to maintain a high level of integrity at all times

**Equality** – fair and equal access to services and support irrespective of race, religion, sex, age, sexual orientation or disability

**Accountability** – be visible and accountable to its community for the decisions and actions it takes on their behalf

The Partnership is committed to serving all members of its communities effectively and has undertaken an equality impact assessment for this strategy. The Partnership will also participate in the Leicestershire multi-agency Hate Incident Monitoring project.

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# Partnership Hallmarks

Partnership working has contributed to a sustained fall in crime over the past 10 years. Partnerships are crucial to successfully delivering the new Crime Strategy that was launched by the Home Office in July 2007.

A review of the Crime and Disorder Act and extensive stakeholder consultation has been used to identify what works well. As a result a set of Hallmarks for effective partnership working have been developed.

The Hallmarks cover the three broadest enablers of effective performance management: people and relationships, data and analysis, and structures and processes.

People and relationships	Hallmark 1	Empowered and Effective Leadership
	Hallmark 2	Engaged Communities
	Hallmark 3	Visible and Constructive Accountability
	Hallmark 4	Appropriate Skills and Knowledge
Date and analysis	Hallmark 5	Intelligence-led Business Processes
Structures and processes	Hallmark 6	Effective and Responsive Delivery Structures

On the 20th May 2009, the NWL Partnership held a Hallmarks Workshop to assess progress against the 6 hallmarks listed above. An action plan was produced from the day with key milestones to be completed to promote good working. These incorporated the findings of the Equality Impact Assessment held on the 11th November 2008.

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# Summary of the refresh process

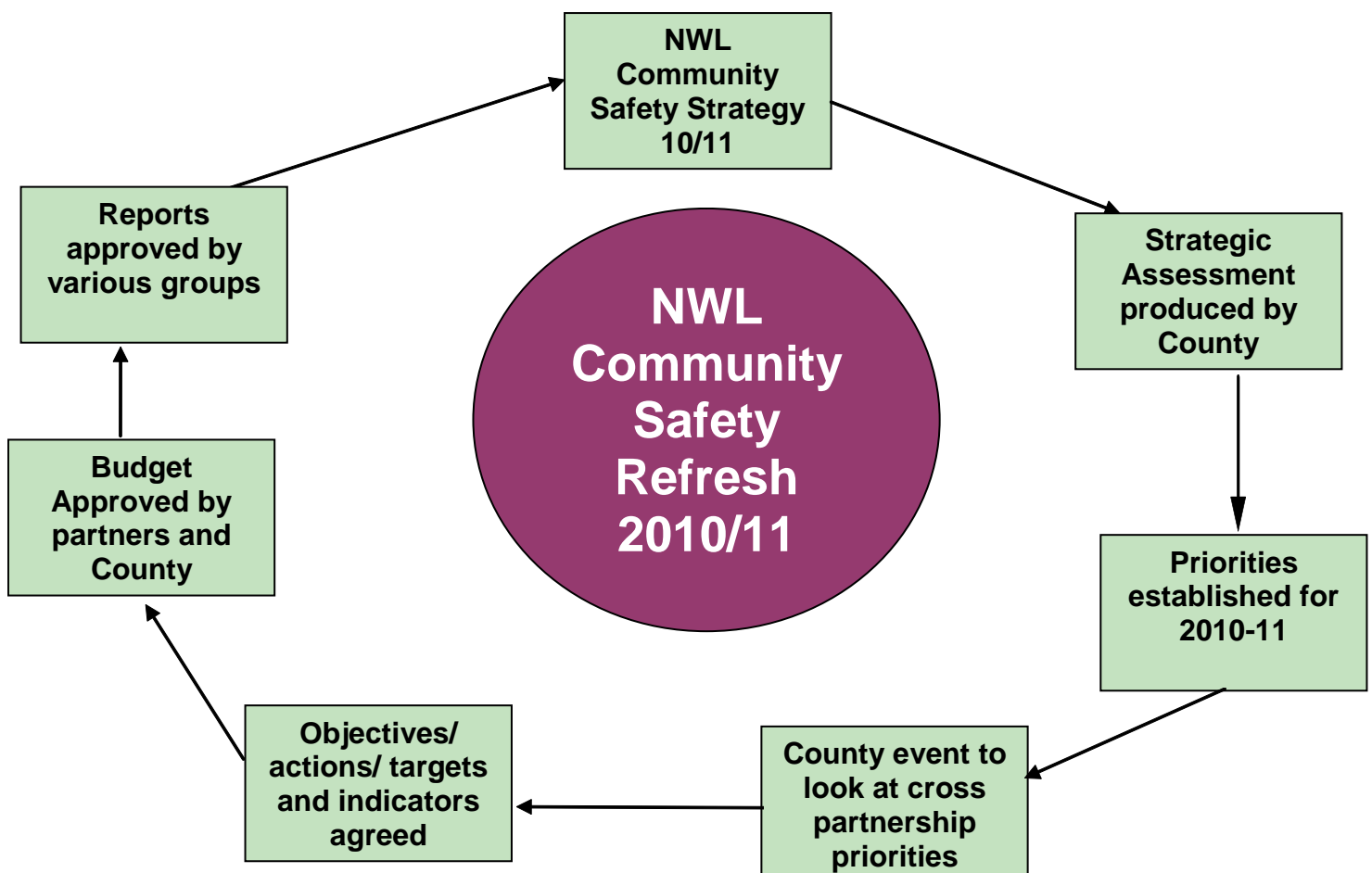
The Partnership's priorities for 2010-11 have been produced following analysis of a number of crime and disorder reports that encompass the 2008/09 period. This 'Strategic Assessment' identifies current and possible future crime, disorder and substance misuse issues from sound evidence and robust analysis.

The Strategic Assessment this year included a series of reports covering the whole of the crime picture in Leicestershire. These included information on;

- drugs and alcohol
- offender management
- victimisation
- community safety perceptions
- domestic abuse
- hate incidents
- crime and disorder
- places summary
- Leicestershire County summary document

In addition to these, a Local Profile document for North West Leicestershire was produced. This has formed the basis of the Refresh.

The diagram below summarises the process by which the Strategic Assessment, budget setting, and Strategy Refresh have been produced.



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The Partnership has produced a Public Summary Leaflet that explains its composite organisations, and lists some of our key achievements to date. The document also summarises the priorities highlighted for 2010/11, and explains how local people can become more involved.

# Consultation and Approval process

The table below summaries the formal consultation and approval process for the Strategic Assessment, budget, and Strategy Refresh.

Meeting name/event	Date	Key actions to take place
Leicestershire Community Safety Strategy Board	18.09.09	County Evidence Base discussed along with localised District data for strategic assessments
County Evidence Base received	22.09.09	County Evidence Base data received
NWL Strategic Assessment received from County	07.10.09	Localised evidence base received
NWLDC Community Safety Team Meeting	07.10.09	To agree Strategy Refresh Project Plan and to clarify roles and responsibilities
Key partners meeting	29.10.09	To work through Strategic Assessment documents to gain an initial understanding of what the priorities should be
'Not In My Neighbourhood' Week- Public meeting	02.11.09 - 06.11.09	Public meeting and consultation to find out local people's concerns to feed into Community safety Strategy Refresh
Strategy Group	13.11.09, 09:30,	Strategic Assessment key item on agenda for discussion. Outcome to develop priorities for Community Safety Strategy refresh
Partnership Planning Day	16.11.09	Planning processes agreed and developed for 09/10 on Countywide basis
Theme Group Leads Meeting	10.12.09	Theme group leaders to approve objective and activities for each refreshed priority for 2010/11
Theme Group Consultation	04.01.10	Theme Group Leads to consult and agree with their respective groups
Strategy Group	14.01.10	To finalise priorities for Community Safety Strategy refresh and budget proposals
Feedback to County Council re. ABG SC allocation for 2010/11	05.02.10	ABG SC 2010/11 funding plan to be assessed by County Council Team in order to feedback in time for updates to be made so that final plans can be formally assessed by SOG- 26.02.10
Communities Scrutiny Committee	09.02.10	Report presented on Community Safety Strategy refresh and budget proposals
NWL Corporate Leadership Team	16.02.10	Report presented on Community Safety Strategy refresh and budget proposals
LSCSB Senior Officer Group	26.02.10	ABG SC 2010/11 funding plan to be agreed
LSP Executive	11.03.09	Report presented on Community Safety Strategy refresh and budget proposals
NWL Cabinet	16.03.10	Report presented on Community Safety Strategy refresh and budget proposals
Safer Communities Strategy Board	17.03.10	NWL feedback document on projects funded in 2009/10 from ABG funds. Report presented on how NWL ABG 2010/11 allocations will be spent
PISC	17.03.10	Agree Community Safety Strategy refresh and budget proposals
Publication of Strategy Refresh and Public Summary Leaflet	01.04.10	Strategy Refresh document approved by key partners. Document to be published alongside Public Summary Leaflet on NWLDC website

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# 'Face the people'

'During the week 2nd- 6th November 2009 the North West Leicestershire Partnership in Safer Communities held its 'Not in My Neighbourhood' Week. The focus of this exercise was to gain the views of local people in relation to community safety issues. Partners were keen to hear what people in the District thought of the proposed refreshed priorities for 2010/11.

Key priorities that local people highlighted were;

## **Road safety**

- Speeding vehicles

## **Anti-social behaviour**

- Young people causing nuisance
- Vandalism and graffiti
- Noisy neighbours

## **Drugs and alcohol**

- Drunk and rowdy behaviour
- Drug dealing

On the 29th October 2009 the Youth Council held their young people's conference at Beaumanor Hall. The event encouraged young people in the District to speak about their concerns and issues with a view to influencing local authority policy making. The key priorities linked to community safety for young people were highlighted as follows;

- Having the confidence to implement change
- Reducing intimidating behaviour towards young people in their neighbourhood
- People having more pride in their community

The findings from the above consultation events support the priorities highlighted by the Partnership. Feedback has helped develop the key actions and objectives within each of the priorities for 2010/11. These are reflected in the detailed priority descriptions at the end of this document.

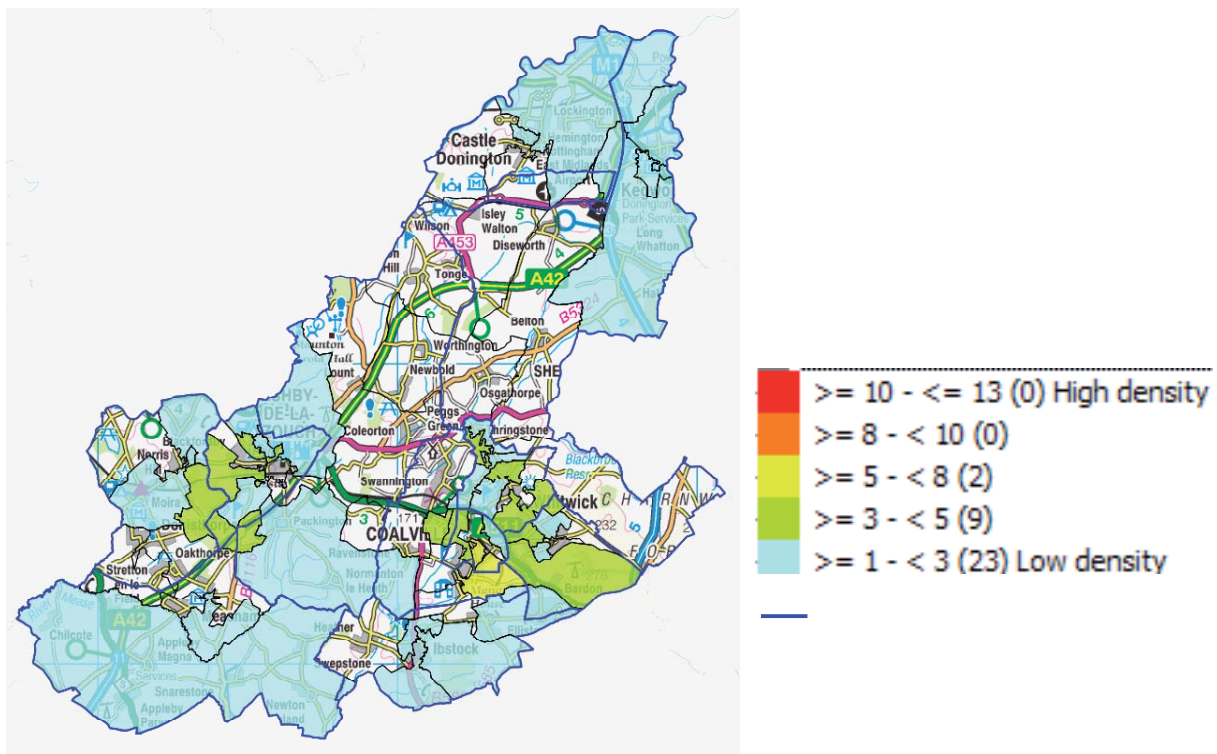
The Partnership is keen to continue consulting with local people throughout the forthcoming year to ensure that work that is carried out meets expectations. This is of key importance when promoting the confidence agenda, and ensuring that local people feel safe in the District.

# Confidence

The 2008 Place Survey asked local people a series of questions, some of which relate to community safety. 90.1% respondents said that they felt safe in their local area during the day and 52.1% after dark. 26.6% of people asked agree with the statement that 'the Police and local Council seek people's views about the ASB and crime issues that matter in this area'. 31.2% of people asked think that ASB and crime are tackled effectively by the local authority and the Police.

The Leicestershire Constabulary began the Confidence Reassurance Accesibility and Visibility Evaluation (CRAVE) in 2006 conducting 1600 surveys of residents from Leicester, Leicestershire & Rutland at two points each year. The survey aims to gather the views of residents on issues such as fear of crime and perception of anti social behaviour and is a key tool in identifying areas of low public confidence.

Between April and November 2009 a total of 461 residents in North West Leicestershire responded to the CRAVE Survey. Question 18b asked; 'Would you agree or disagree that the Police and local council are dealing with crime and ASB issues that matter in your area?'. The map below illustrates localities at super output level (population of 600) where those surveyed 'disagree' to this question.



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These percentages illustrate the challenge that the NWL PISC faces. The Partnership plans to focus attention during 2010/11 to challenge these perceptions, and reassure local people that action is being taken.

# The Refreshed Priorities for 2010/11

The Partnership wishes to be rigorous in its approach to performance management and as a result is focusing on the priority national indicators and relevant Local Area Agreement links. The Comprehensive Area Agreement 2010-11 identified tackling crime in the district of North West Leicestershire as a key action.

## Priority 1: Anti-social behaviour and perceptions of anti-social behaviour

Lead Officer: Anne-Marie Brannigan- ASB Coordinator, NWLDC

### Links to Safer Communities objectives and LAA targets

1	LAA 3.2 Disorder and anti-social behaviour is low compared to comparable areas and is being tackled effectively
2	NI 21- Dealing with local concerns about anti-social behaviour and crime by the local council and police
3	NI 24- Satisfaction with the way the police and local council deal with anti-social behaviour

### Context/Background and key issues

The number of anti-social behaviour incidents reported to the police in 2008/09 (4,084) equates to nearly 60% of the volume of all recorded crime in the same time period in the District (7,103). The number of anti-social behaviour incidents has decreased (6%) since last year. Compared with Leicestershire the number of anti-social behaviour incidents in the District is significantly lower this year compared to last year and the average of the previous two years. Within the first five months of 2009/10 the number of ASB incidents is lower compared to the previous year to date.

In 2008/09, a total of 141 deliberate fires were recorded in the District, compared to 208 in the previous year. Compared to Leicestershire the trend in deliberate fires in the last two years is similar to the rest of the County.

### Key objectives and activities for 2010/11

1	Increase public confidence that effective action is being taken against ASB
2	Reduce levels of ASB and deliberate fires in identified hotspots
3	To respond effectively to locally identified ASB priorities
4	To promote a series of programmes and activities that encourages responsibility
5	To ensure that all available powers and tools available are used effectively
6	Reduce incidents of criminal damage at hotspot locations
7	Target educational resources and programmes at young people identified as at risk of becoming offenders

**Priority 2: Drugs and alcohol****Lead Officer: Michelle McLeavy- Service Manager, Turning Point****Links to Safer Communities objectives and LAA targets**

1	LAA 6.2 The harm caused by drug and alcohol misuse is reduced in local communities
2	NI 18- Adult re-offending rates for those under probation supervision
3	NI 19- Rate of proven re-offending by young offenders
4	NI 40- Drug users in effective treatment
5	NI 115- Substance misuse by young people

**Context/Background and key issues**

In 2007/08 the proportion of offenders with a high risk of re-offending due to drug misuse is significantly higher in the District (22%) compared to the overall county proportion (15%). Between 2004/05 and 2008/09 there has been a sustained increase in the number of recorded drug offences within Leicestershire.

8% of all recorded offences within Leicestershire were committed under the influence of alcohol during 2008/09. This proportion rises to over one quarter of all violence against the person offences and one-third of serious violent crimes. Compared to all other victims, victims of reported domestic abuse in Leicestershire are more likely to be victim to a perpetrator under the influence of alcohol 29% compared to 5%.

The Coalville Turning Point Drug Service is now in its third year of operation. In 2008/09 a total of 85 assessments were conducted with service users. 49 of these were with people with drug issues, 29 with alcohol issues, and 7 with both. There has been a massive upsurge in the number of alcohol assessments complete.

The Turning Point alcohol pilot project ran for the second time in 2008/09. Funding from NWL PISC has allowed the pilot programme to continue. There is the potential to look at providing outreach programmes in the more remote areas of the district and possibly providing out of hours programmes for those clients in employment. Turning Point has been able to provide 156 acupuncture treatments in 08/09. 238 needle exchanges have been completed, and 37 new needle exchange clients engaged with the service in 08/09.

**Key objectives and activities for 2010/11**

1	Continue the development of the Drug and Alcohol Forum
2	To support drug treatment programmes
3	Support initiatives designed to tackle alcohol and substance misuse
4	To devise and deliver awareness training programmes across the District, with a view to reducing under age drinking and associated ASB
5	To promote and raise awareness of Think Family across the District in order to improve safeguarding and child protection outcomes where substance misuse is an issue
6	Continue to promote licensing campaigns at off/ on licenses with a view to reducing the number of sales of alcohol to persons under 18 and tackle proxy purchasing

**Priority 3: Crime and the fear of crime- (prioritising vehicle crime and burglary other than dwelling)**

**Lead Officer: Inspector Chris Brown- NWL LPU Commander, Leicestershire Constabulary**

**Links to Safer Communities objectives and LAA targets**

1	LAA 1.3 The lives of offenders and those at risk of offending are improved so they are less likely to offend
2	NI 18- Adult re-offending rates for those under probation supervision
3	NI 19- Rate of proven re-offending by young offenders
4	NI 16- Acquisitive crime

**Context/Background and key issues**

The level of total recorded crime in North West Leicestershire District has remained stable in 2008/09 compared to the previous year with only a 2% decrease.

Criminal damage offences account for 20% of total recorded offences across the District in 2008/09. The number of criminal damage offences has decreased by 9% compared to last year. Compared to Leicestershire the number of criminal damage is at a similar level compared to last year and the five year average. The number of recorded criminal damage offences in the District in the first five months of 2009/10 is below the level of the previous year to date.

The number of serious acquisitive crimes in North West Leicestershire has increased by 3% since last year. Compared to Leicestershire the trend in serious acquisitive crime shows that when compared to the rest of the county, the volume of offences in 2008/09 is no different from the previous year and the average of the five previous years. There are four areas in the District which have a significantly high volume of serious acquisitive crime in 2008/09: Castle Donington NE & Hemington and Castle Donington West & Donington Park - both these areas have significantly increased in the number of offences in 2008/09 compared to the previous year and the previous five-year average. This is largely owing to the presence of Donington Park that facilitates a number of big events including the Download rock festival each year. Coalville Centre and Bardon – these areas have maintained a consistent level of crime in 2008/09 compared to last year and previous five-year average.

Burglary dwelling offences have remained stable in 2008/09 compared to the previous year. Compared to Leicestershire the trend in burglary dwelling offences during 2008/09 is similar to the rest of the County compared to the previous year and the five-year average. In the first five months of 2009/10 the number of burglary dwelling offences is below the level of the same period last year.

The number of vehicle crimes in the District has increased by 3% compared to the previous year. Compared to Leicestershire the trend in vehicle crime follows the same trend as the rest of the County when compared to the previous year and the previous five year average. In the first five months of 2009/10 the number of theft of vehicle offences is below the level of the previous year, whereas the number of theft from vehicle offences is above the previous year's level.

The District has four areas in 2008/09 with a significantly high number of vehicle crime offences: Castle Donington NE & Hemington, Castle Donington West & Donington Park, and Castle Donington South - all these areas have significantly increased in the number of offences in 2008/09 compared to the previous year and the previous five-year average. Coalville Centre - this area has maintained a consistent level of crime in 2008/09 compared to last year and previous five-years.

Compared to the previous year there has been a 10% increase in recorded burglary other offences in 2008/09. Compared to Leicestershire the trend in burglary other offences follows the same trend as the rest of the County when compared to the previous year and the previous five year average. The number of burglary other offences recorded in the first five months of 2009/10 is above the level of the same period in the previous year. The District has a burglary other crime rate higher than that of the whole county. Compared to similar areas, the District is in the bottom (worst) 25% of its similar group for the burglary other offence rate per 1,000 population.

**Key objectives and activities for 2010/11**

1	Maintain current overall crime figures at the same levels as 2009 in order to achieve the overall 3 year target
2	To tackle crime trends at Donington Park
3	Maintain level of burglaries across the LPU concentrating on burglary 'Other Than Dwelling'
4	Maintain the trend of reductions in vehicle related crime
5	Reduce re-offending through the improved management of offenders
6	Maintain the reduction in the likelihood of being a victim of property/ acquisitive crime within the District
7	To reassure communities that effective action is being taken against crime relating to ASB
8	Contribute to improved public confidence that crime and disorder is being addressed effectively
9	To ensure an equal response to business crime
10	To plan a sustainable CCTV monitoring system and progress with partners

**Priority 4: Violent crime (prioritising domestic abuse, hate crime and road safety)**  
**Lead Officers: Chris Woodward- North Area Partnership Manager, Leicestershire Constabulary and Mark Speight- NWL Manager, Leicestershire Fire & Rescue Service**

**Links to Safer Communities objectives and LAA targets**

1	NI 47- People killed or seriously injured in road traffic accidents
2	LAA 3.1 People feel (and are) safer from violence
3	NI 20- Assault with injury crime rate

**Context/Background and key issues**

Violence against the person offences account for 20% of all offences recorded within the District in 2008/09. There is a similar proportion of recorded violence against the person offences compared to other Leicestershire districts. In 2008/09 the number of violence against the person offences has decreased slightly (by 1%) compared to the previous year. Compared to Leicestershire the trend in violence against the person offences follows the same trend as the rest of the County when compared to the previous year and the previous five year average.

Within the first five months of 2009/10 the number of violence against the person offences in the District is lower compared to the previous year to date. In terms of volume, the number of recorded serious violent offences within is relatively small, 25 in 2008/09. Compared to Leicestershire the trend in serious violent crime in the District follows the same trend as the rest of the County when compared to the previous year and the previous five year average. Within the first five months of 2009/10 the number of serious violent crimes is lower compared to the previous year to date with the application of a 5% reduction target.

The number of domestic abuse incidents reported to the police within the District has continually increased over the past four years, reaching a six year high in 2008/09. This is a positive thing that demonstrates that people feel confident when reporting such offences.

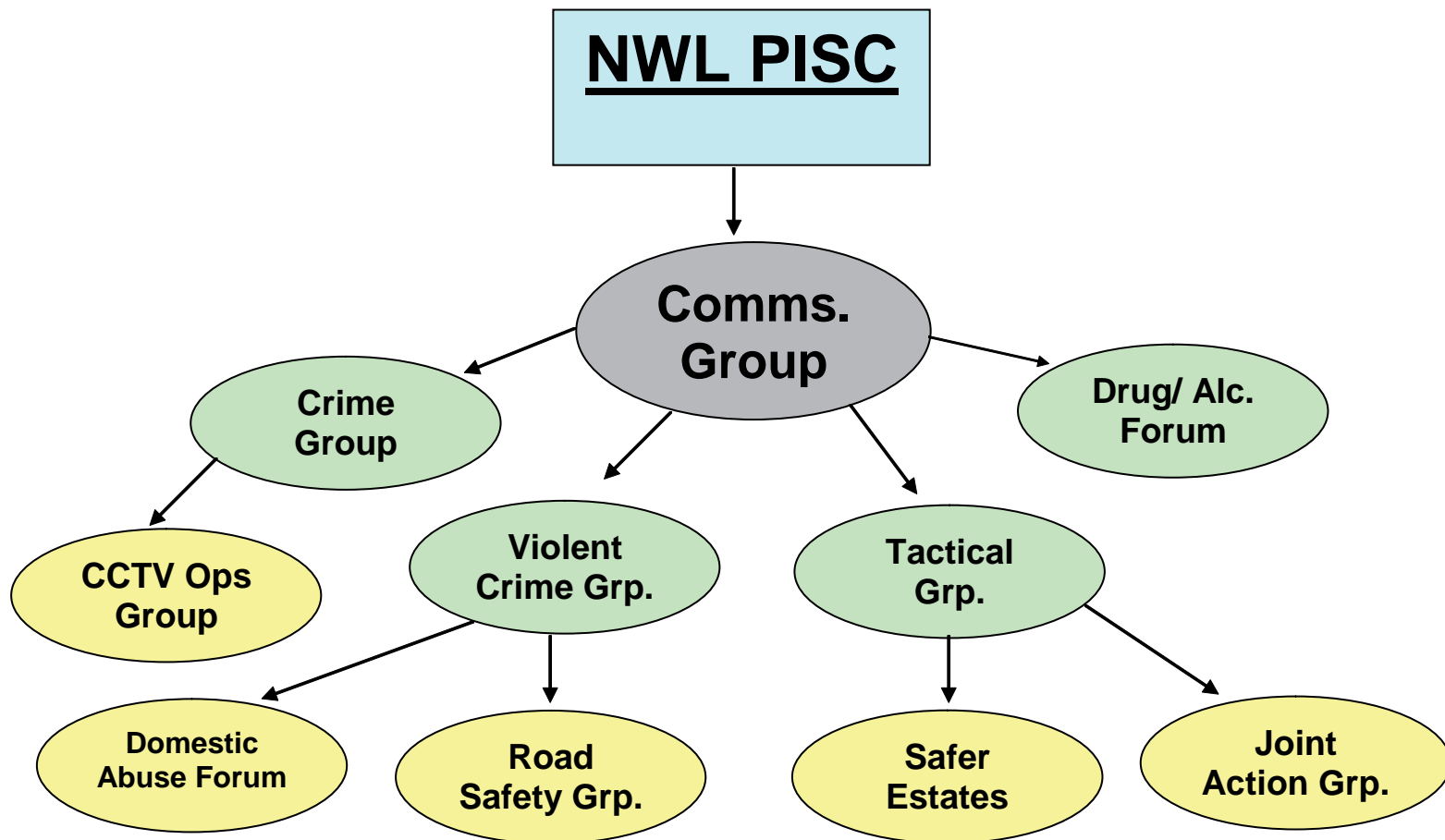
Through the Hate Incident Monitoring Project (HIMP) there was an 8% decrease in incidents reported in 2008/09, a similar decrease compared to the whole of Leicestershire. Compared to similar areas, the District has a higher than average rate of racially and religiously aggravated incidents.

**Key objectives and activities for 2010/11**

1	To work to reduce the number of repeat victims of domestic abuse offences
2	To encourage accurate reporting and recording of domestic violence and to improve services for victims and their families
3	Through an analytical & 'problem solving approach identify and develop a partnership response to violent crime hotspots
4	People feel safer from violence in Town Centre locations at night
5	Through a 'problem solving' approach identify areas for targeted work to increase community confidence in reporting incidents of Hate Crime
6	Identify hotspot locations for fatal road collisions, combining Fire Service and Police data
7	To promote prevention messages and educational packages geared at providing road safety information for both adults and young people
8	To work towards reducing the number of people killed or seriously injured in road collisions
9	To promote responsible driving with a view to reducing speeding vehicles

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# Delivery and governance mechanism



The above diagram illustrates the way that the refreshed priorities will be delivered in 2010/11. Each of the priorities will have a theme group that ensures that the actions and activities will be progressed. These will be;

- Anti-social behaviour and perceptions of anti-social behaviour – Tactical Group
- Drugs and alcohol – NWL Drug and Alcohol Forum
- Crime and the fear of crime – Crime Group
- Violent crime – Violent Crime Group

As per the diagram, several of these will have sub groups that feed into them. The theme groups will link into the Communications Group for support. This group will focus activity in relation to approaching the media eg. press releases and newsletters. The theme groups will be answerable to the North West Leicestershire Partnership in Safer Communities as the local community safety partnership.

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# Complaints procedure

As part of our commitment to Customer Service, the Partnership will follow the Council's Corporate Complaints Policy. We want to make sure that any complaints we receive are dealt with:

- Fairly
- Honestly
- Quickly

## What is a complaint?

A formal complaint can be made when:

- We have let a customer down
- We have not done something we said we would do
- We did something wrong
- The service we provided was unfair

## What is not a complaint?

A request for service is not a complaint. For example, if a customer wants to 'complain' about a noisy neighbour, we will treat it as a request for service because there are set procedures to follow. A request could become a complaint if we do not take the appropriate action, or we do something wrong.

## How does a customer make a complaint?

We must accept complaints through any communication channel; whether this be a letter, a telephone call, an e-mail, verbally or through a Have Your Say form which can be requested. It is our duty to treat any complaint seriously and professionally.

For the complaint to go through our formal procedure, we will require the customer's contact details.

## We may need to contact the customer:

- If we need further information
- When we want to update them with the progress of their complaint
- When we have finished our investigation and need to provide the customer with a formal response.

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## What will happen after the customer has complained?

- Their complaint should be passed to the Corporate Complaints Officer who will monitor the progress of your complaint from start to finish.
- The customer should receive a written acknowledgement within two working days of making a complaint.
- The complaint should be passed to the Head of Service of the Department concerned for investigation.
- We should keep the customer informed at all times of the progress.
- At 10 working day intervals we should send the customer a progress update letter.
- If we are unable to resolve the complaint after 20 working days, it should be referred to the Council's Chief Executive.
- When a complaint has been fully investigated we should send the customer a formal response by letter.

## What if the customer is not satisfied with their response?

If they are not satisfied with our response they can take your case to their local councillor or the Local Government Ombudsman for independent judgement.

What action should we take to ensure the same problem is not experienced by others?

When we have finished our investigation, we should identify where service delivery has failed and make any necessary changes to procedures to ensure that customers are not inconvenienced in the same way again.

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# Further information

For further information relating to this document please contact the District Council's Community Safety Team in the first instance.

Community Safety Team  
North West Leicestershire District Council  
Council Offices  
Whitwick Road  
Coalville  
Leicestershire  
LE67 3FJ

Tel: 01530 454704

Email: [community.safety@nwleicestershire.gov.uk](mailto:community.safety@nwleicestershire.gov.uk)

Web: [www.nwleics.gov.uk](http://www.nwleics.gov.uk)





