Leicestershire Police
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Problem solving night-time economy related serious violence in and around McDonalds restaurants within Leicester city centre.

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Summary:

Scanning

This problem was identified via a funnelling method starting with a national strategic priority of preventing serious violence across Leicestershire. Police, partner and community data showed that serious violence hotspots were concentrated in Leicester city centre during night-time economy (NTE) hours, that this violence reoccurs and that there was a link between serious violence and bars, nightclubs and other NTE venues. A risky facilities analysis of 127 venues, combined with qualitative insights, identified two McDonald's restaurants in the city centre as key priority locations for problem-solving.

Analysis

Police recorded crime data, CCTV footage of assaults, focus groups with the NTE community including McDonalds staff, patch walks and venue visits were analysed. Victim and offender intoxication, the social nature of violence amongst young men and management of customers inside and outside McDonalds were key issues. Three specific pinch points were related to management of customers inside McDonalds and making orders, collection of orders and interactions with staff, and the management of the environment outside the restaurant.

Response

A place-based response strategy was implemented to enhance operating procedures at McDonalds and modify the environment inside and outside the restaurants.

Responses inside the restaurants included improving security, better management of food collection, increased presence of guardianship, and calming the restaurant environment. Responses outside the restaurants included a more consistent, visible police foot patrol presence, more visible partner presence, improved street lighting and a violence reduction communication campaign.

Assessment

In the two McDonald's treatment hotspots, serious violence dropped by 50% from the pre-to implementation year with a 38% reduction in violence in the treatment areas when compared to the control areas (inverted OR = 0.6169 , WDD $p < 0.1$). In the post-implementation year, offences in the treatment areas rose but remained 37% lower than the pre-implementation year. An odds ratio calculation indicated that a 16% reduction had been experienced in the treatment areas, but this was not statistically significant.

Using the Cambridge Crime Harm Index (CCHI), similar trends were observed. Results showed no evidence of displacement; instead, a potential diffusion of benefits was observed. Qualitative focus groups post implementation from McDonald's staff indicated improved perceptions of safety. An alternative explanation for the crime drop of reduced NTE footfall due to the increased cost of living was tested and not supported.

Word count: 378

Main Report:

Scanning

The UK's Serious Violence Strategy (Home Office – Serious Violence Strategy, April 2018) made violence prevention a national priority. In 2019, funding established Violence Reduction Units (VRUs) in 18 high-violence police areas, including Leicestershire. In 2020, Leicestershire Police (see Appendix 1.1) formed the Violent and Complex Crime Unit (VCCU) to lead these efforts with the local VRU, focusing on serious public place violence (See Appendix 1.2). From 2021, additional UK government funding supported hotspot policing and problem-solving to prevent serious violence nationally. The VCCU led Leicestershire's efforts in this regard, identifying recurring serious violence associated with two McDonald's restaurants in Leicester city centre between 10pm and 7am on weekends as a priority for problem solving.

Information that led to this problem being selected were:

- **Police, partner and community data showing that serious violence hotspots were concentrated in Leicester City Centre during peak night-time economy (NTE) times.**

Of the 18 violence hotspots identified within Leicestershire, 14 were in the Central Leicester Neighbourhood Policing Area (NPA) which contains the area of Leicester's city centre. Further analysis revealed that within those Central Leicester NPA hotspots 37% of violence occurred between 10pm and 7am on weekends aligning with peak times for visitors to Leicester city centre's

numerous restaurants, bars and nightclubs (collectively referred to as the 'night-time economy' or NTE) (See appendix 1.3).

This data was supported by East Midlands Ambulance Service (EMAS) data from April 2022 to March 2023 showing that 41% of all violence-related deployments in Leicestershire occurred in the LE1 postcode (Leicester city centre) during peak NTE hours. The 2022 VRN Community Safety Survey also found that only 40% of respondents felt safe outside in their local area at night.

- **Police crime data showing that this violence reoccurs**. A near-repeat victimisation analysis of public place serious violent crime data in 2022 revealed that in Leicester, there was a 45.5% chance of a repeat assault within 400m and 8 days of the initial incident (See appendix 1.4). This supported the findings that the best opportunity to predict and prevent assaults was linked to the weekly cycle of violence in Leicester's NTE hotspots.

- **Police crime data showing a link between serious violence and licensed premises**. Scanning of police recorded crime data identified patterns where licensed premises were associated with violence occurring either within or close by to licensed premises with victims and/or offenders often being recent users of the premises or members of staff. Licensed premises include pubs, bars, nightclubs and restaurants that have been granted a license under the England and Wales Licensing Act 2003 to sell or supply alcohol, provide regulated entertainment including live music and/or provide later night refreshment between 11pm and 5am.

- **Police crime data and qualitative data showing that violence in and around McDonalds restaurants during NTE times should be a focus.** To specify our focus a risky facilities analysis was completed which assessed the volume of serious violence of 127 facilities

located across Leicester city centre covering from April 2021 until March 2023. (See Appendix 1.5).

The analysis revealed that violence was highly concentrated in a few facilities. The top 10 facilities accounted for 60% of all offences. Most of the highest-ranking facilities were nightclubs. The top venue, a nightclub, was initially prioritised for problem-solving. However, focus groups and licensing checks showed its high ranking was due to proactive incident reporting. Its safety measures were considered comprehensive which was confirmed by the premises winning the Leicester Best Bar None award for safety.

The next highest-ranking premise was a McDonald's restaurant in the city centre, followed closely by another city centre McDonald's restaurant. The Market Street McDonald's (See Appendix 1.6) and East Gates McDonald's (See Appendix 1.7) together accounted for 1 in 10 of serious violence in Leicester's NTE.

Between April 2022 to March 2023 there were 115 serious violent crimes during Friday-Saturday, 10pm-7am in the two hotspot areas where the restaurants were located, equivalent to a cost of crime of about £1,615,750 per year (based on UK Home Office estimates of the Economic and Social Cost of Crime - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732110/the-economic-and-social-costs-of-crime-horr99.pdf).

This police data was supported by qualitative sources:

- **A survey with 21 police officers based at the Central Leicester NPA** identified that the two McDonald's restaurants generated some of the highest NTE related violence.

- **A focus group conducted with staff at the two restaurants** identified that violence in the restaurants was a problem and was negatively impacting their welfare.
- **The VCCU conducted patch walks to observe the areas.** This involved collaboration with police officers to carry out visits to assess how the restaurant was managed during these busy periods. Both restaurants operated throughout the night and were situated in prime locations attracting up to 200 customers per hour per restaurant. However, due to their nature as restaurants, security and risk management were often less stringent compared to nearby nightclubs, despite having to address similar violence issues.

Summary

This problem was identified via a funnelling method starting with preventing serious violence across Leicestershire and ending with a specific focus on recurring serious violence in and around McDonalds restaurants in Leicester city centre between 10pm and 7am over the weekend (see Appendix 1.8).

This method meant the VCCU could target their limited resources at the facilities where the opportunities for improvement were greatest. In addition, both restaurants could be improved simultaneously given they were owned by the same franchisee, who under the McDonald's business model, has a degree of local autonomy in managing and operating the restaurants.

Analysis

To identify more detail about this problem the following information sources were analysed:

- **Police Crime Data** from April 2022 to March 2023 in the two hotspot areas where the restaurants were located were reviewed showing many incidents occurred near or inside the restaurants, involving recent customers or staff.
- **CCTV footage** of assaults was reviewed via in-restaurant and local authority cameras outside the restaurants.
- **Focus Groups with the NTE Community** including McDonalds staff, other nightclub and bar staff, Leicester Street Pastors (who support vulnerable people within Leicester's NTE), licensing teams, the local Business Improvement District (BID) which represents Leicester city centre businesses and local police officers.
- **Patch Walks and Licensing Visits** as stated in the scanning section.

Previous Problem-Solving Efforts

Previous problem-solving with McDonalds was reviewed. This involved police responses to high-profile incidents and ad hoc security reviews under the 2003 Licensing Act. Although the opinion of licensing departments was that the restaurants had met the Licensing Act requirements, there was little proactive engagement to improve the environment and practices beyond the minimum standards. This meant that no significant changes had been made, and issues of violence remained.

Causes

Causes of violence identified from this analysis were consistent with the wider evidence base on this problem (Assaults in and Around Bars 2nd Ed. | ASU Center for Problem-Oriented Policing) and the perspective of other force leads in violence prevention which were canvassed. Causes identified were:

- **Victim and offender intoxication** - CCTV, focus groups, and patch walks revealed that most victims and offenders were intoxicated from alcohol and/or drugs at the time of the offence. Staff noted that this was because the restaurants were busiest at the end of customers' nights out when they were most intoxicated. Crime data supported this, showing offences peaked between 2am-6am when most of Leicester's NTE premises close.

- **The social nature of violence amongst young men** - Crime data showed that most victims and offenders were men aged 20-24, with only 3% involving repeat victims and no evidence of repeat offending nor victim/offender overlap. This suggested common factors amongst a wide cross-section of young men in the NTE contributing to violence. CCTV footage revealed that serious violent incidents often occurred in social settings, with groups of young men connected to the primary victim and offender either stopping or escalating the violence. Focus groups with staff indicated that they believed young men often felt compelled to fight back to maintain social status when faced with provocative behaviour.

- **Management of customers and the environment in and outside McDonalds -** McDonald's staff felt that customer management was chaotic and noisy during busy times, leading to conflicts among intoxicated customers and with staff. Police data showed that 10% of victims in relevant NTE offences were McDonald's staff. This was also found to negatively affect staff morale and cause high staff turnover. CCTV and observations also identified poor

management of customers outside the restaurant. The management of the environment in and outside McDonalds was not helped by dance music being played in the restaurant during NTE hours and some ineffective oversight from restaurant security.

Pinch Points

Three specific pinch points were identified:

1. **Entering the restaurant and making orders (see appendix 2.1):**

The area where customers enter, order via computer screens, and wait for orders was very tight, compromising personal space during peak times.

During weekend nights the seated areas were gated off to prevent access as McDonalds operated the restaurant on only a takeaway basis at this time. This controlled the flow of customer movements in the restaurants but at peak times also meant that the space became even tighter increasing the chance of conflicts among intoxicated customers.

2. **Collecting orders and staff interactions (see appendix 2.2):**

The noise and chaos at peak times often meant intoxicated customers didn't hear their order numbers being called, leading to conflicts and sometimes staff assaults when their food was cold. Additionally, customers' reluctance to leave while waiting for taxis caused bottlenecks, further increasing conflicts.

3. **Outside the restaurant (see appendix 2.3):**

CCTV showed groups gathering outside to eat and decide their next steps, often leading to conflicts. Disagreements either continued from inside or started anew. There was a lack of capable guardianship outside, with police foot patrols and non-police capable guardianship being limited.

Response

Response strategy, objectives, approach and measures

As a result of the analysis the VCCU adopted a place-based response strategy with specific objectives to enhance restaurant operating procedures and modify the environment inside and outside the restaurants. This would reduce provocations and increase capable guardianship, particularly at identified pinch points.

Given the absence of repeat offending the VCCU did not focus significantly on victims and/or offender-based strategies. Nonetheless, as part of this strategy, we aimed to encourage young men to act as 'active bystanders', intervening to prevent their friends from becoming involved in violence before it occurred. Preventing intoxication across the NTE although potentially impactful was not considered to be within the team's capability.

A partnership approach was adopted between the VCCU, McDonalds, other partners and local police involving regular meetings to discuss causes, identify potential solutions and track progress. This was preferred over an enforcement approach, utilising the 2003 Licensing Act, as it made McDonalds an equal partner in the process utilising their operational knowledge to identify solutions that the police might not have foreseen. Also, since most solutions had to be implemented by McDonalds staff, their support and involvement was crucial for proper instigation, implementation, and maintenance.

Response was favoured if they required no financial investment beyond the time commitment of the VCCU and partners to set them up. However, some responses, using one-off government funding, were decided to be implemented as long as they created solutions that could be reused in the future and/or demonstrated the potential to be implement as business-as-usual practices beyond the lifetime of this additional funding.

Success would be measured by a reduction in serious violence (as defined in appendix 1.2) within the hotspots where the restaurants were located during the key NTE hours of focus (10pm-7am on weekends).

Responses began to be implemented in April 2023 with the majority implemented within the first 6 months. Some responses took more time to plan with the last of these implemented in April 2024.

Responses inside the restaurants

- **Improving security** - McDonalds employed security externally to work overnight on weekends. CCTV observations had revealed that ineffective security often led to poor management of customer flow, causing overcrowding and increasing the risk of conflicts at pinch points. Additionally, some disputes that could have been intervened in were not, occasionally leading to more serious incidents.

  Following specific incidents highlighted by the VCCU, McDonalds decided to switch from a local security company to a national company with greater experience working in restaurants in other cities with significant NTEs.

  At the same time, the VCCU emphasised to McDonalds the importance of the overnight manager taking proactive responsibility for briefing security staff about their expectations

regarding management of customer flow and conflict prevention. This focus led to quicker identification of poor practices, with some security staff being asked not to return following incidents they failed to prevent.

- **Enhanced overnight manager responsibilities** - McDonalds identified that having an overnight manager take a more proactive role, effectively acting as a maître d', would ensure orders were promptly given to customers, thereby reducing unnecessary waiting and potential conflicts. The VCCU encouraged this manager to wear a high-visibility jacket and body-worn video to enhance capable guardianship.

- **Increasing feelings of capable guardianship** - Whilst CCTV coverage and quality in the restaurant were good there was minimal visible signage indicating its CCTV use. Although this met legal requirements for notifying customers of recording, it missed the opportunity to use CCTV as a crime deterrent. When this was highlighted, McDonalds created an image (see appendix 3.1) that was displayed on large customer screens in the restaurants, clearly indicating that CCTV was in operation.

  The VCCU applied for government funding to create the Walk Away communications campaign (www.wewalkaway.uk). The campaign aimed to positively engage young men in the NTE, encouraging them to protect themselves and their friends from violence. Specific Walk Away branded materials were created to integrate the campaign into the McDonalds environment, providing timely and location-specific nudges to 'active bystanders'. These materials included Walk Away branded covers for metal barriers used to partition off parts of the restaurants, QR code stickers on food bags and large posters near the entrance (see Appendix 3.2).

- **Calming the restaurant environment.** Playing classical music overnight was identified as a strategy used in other McDonalds restaurants nationally (www.bbc.co.uk/news/uk-wales-64458332). To implement the manager only needed to email head office specifying the desired times to play the music. Staff feedback indicated that customers noticed the music, often with surprise as they entered the restaurant. The music helped to calm the environment, subtly reducing provocations and overall noise levels, making it easier for intoxicated customers to hear their orders being called.

Responses outside the restaurants

- **A more consistent, visible police presence on foot -** Additional government funding was used to support the existing police response by allocating additional specific GPS tracked police NTE patrols to key hotspots, including outside the Market Street, McDonalds. Running from July to December 2023, the operation provided over 5 hours of additional police presence per shift in the Market Street hotspot. Resources were specifically tasked to patrol on foot and to make contact with the restaurant night shift manager, thereby increasing staff confidence in support for managing incidents within the restaurant.
  While it was acknowledged that this level of police response could not be sustained long-term, it was crucial in building the confidence of McDonalds during the implementation of the response strategy that policing was playing its part, encouraging McDonald's to address the environment inside the restaurant.
  By showcasing what was possible, this initiative also influenced the broader police strategy for addressing NTE violence. As a result, the hotspot policing approach using foot patrols,

tracked via GPS technology, became standard practice across the entire NTE operation from January 2024 onwards.

- **More visible partner presence.** The VCCU collaborated with St John's Ambulance (a volunteer-led charity providing first aid) and Leicester Street Pastors, both active in the NTE, sharing crime hotspot data, detailed patrol routes and GPS tracking technology to focus their activity at the times and places where it was needed most. This initiative added 2.5 hours of partner presence per shift at the Market Street and East Gates restaurants. These changes were expanded in April 2024 to include the creation of a 'Safe Space' outside the McDonalds on Market Street (see appendix 3.3). The additional government funding was used to purchase a gazebo and other items such as chairs, phone charging stations, water, tea, coffee, and blankets. St John's Ambulance and Street Pastor agencies now use this area as a base to support vulnerable individuals, while also enhancing guardianship outside the restaurant and ensuring potential disputes are flagged to the police at the earliest opportunity.

- **Improved street lighting.** Following discussions with the local authority, it was recognised that most street lighting in Leicester city centre defaulted to 50% intensity after 10pm. Given the evidence supporting the impact of lighting on crime prevention (www.college.police.uk/research/crime-reduction-toolkit/street-lighting#:~:text=covering%2013%20studies.-,Effect%20–%20how%20effective%20is%20it%3F,lighting%20compared%20to%20areas%20without), it was agreed to use a portion of the additional government funding to increase lighting intensity to 100% on weekend nights, including the streets outside both city centre restaurants.

- **Displaying the 'Walk Away' campaign across Leicester's NTE** – The Walk Away campaign was deployed across popular nearby nightclubs, bars, and public locations reaching at-risk groups throughout their night out. The campaign included an advertising van parked in hotspots, queue barriers, handstamps, t-shirts and hoodies for bar staff, high-visibility vests for security staff and a mural painted on a vacant shop front in a prime pedestrianised area between the two restaurants (see appendix 3.4).

Alternative responses

Other interventions were considered but not implemented for various reasons including:

- Increasing security staff numbers working overnight on weekends from 2 to 3. While this could have enhanced guardianship and control the franchisee deemed this too expensive.
- Outside both restaurants are high-quality, live-monitored, local authority-run cameras. Despite this, the CCTV cameras and signs advertising their use were discreet. Proposals to use street art or pavement signage to make people more aware of the cameras, were not supported by the local authority.
- A proposed idea to use air conditioning to 'calm the environment' was not feasible, as staff reported that the environment became too cold, affecting their welfare.

Tracking implementation

Tracking the implementation of responses involved ongoing patch walks and licensing visits, reviewing new crime incidents including CCTV footage and conducting repeat focus groups with McDonald’s staff.

These tracking methods increased the likelihood of successful implementation of agreed responses but also highlighted areas needing further development or adjustment. For instance, patch walks revealed that there were periods when no classical music was being played. When this was reported to managers, it was noted that while staff could not control the music selection (managed externally) they could turn off the music. This was rectified by managers but underscored the need for continued tracking to ensure responses were being implemented as intended.

Assessment

The project successfully improved restaurant operations and enhanced both indoor and outdoor environments.

A VCCU crime analyst assessed the project's impact on serious violence in two restaurant hotspots during key NTE hours (10 pm–7 am, weekends). April 2022–March 2023 was the pre-implementation year, April 2023–March 2024 the implementation year, and April 2024–March 2025 the post-implementation year. Four high-risk Leicester city centre hotspots not targeted by the project served as control areas (see appendix 4.1).

In the two McDonald's treatment hotspots, serious violence dropped by 57 offences (50%) from the pre- to implementation year. When comparing the treatment areas to control areas a 32.5% reduction in violence was experienced. An odds ratio technique was used to calculate a more accurate measure of the impact of the programme and the Weighted Displacement Difference test was used to determine if the changes in crime were statistically significant. These results indicated there had been a 38% reduction in violence in the treatment areas when compared to the control areas (inverted OR = 0.6169), and that this reduction was statistically significant ($p < 0.1$).

In the post-implementation year, offences in the treatment areas rose from 58 to 78 but remained 37% lower than the pre-implementation year. An odds ratio calculation indicated that a 16% reduction had been experienced in the treatment areas in comparison to the control areas but this was not statistically significant (see Appendix 4.2).

The reductions in violence in the treatment areas was equivalent to a cost of crime avoidance of about £1,390,950 over the 2 years of the problem-solving activity (based on UK Home Office estimates of the Economic and Social Cost of Crime).

Using the Cambridge Crime Harm Index (CCHI), similar trends were observed. Based on odds ratio results, the treatment areas experienced a 39% decrease in harm scores when compared to control areas between the pre- and implementation years, and a further 25% decrease between pre- and post-implementation years (see Appendix 4.3).

The findings suggest the interventions helped reduce serious violence and crime harm during the implementation year. In the post-implementation year, some reductions—particularly in more harmful violence—were sustained.

Interpreting results is complicated by the close proximity of trial and control hotspots—all within Leicester city centre—raising the possibility of cross-area influence (see appendix 4.1). Suitable control areas outside the city centre were unavailable due to differing crime profiles. Additionally, other policing initiatives (such as efforts to implement hot spots police patrols as business as usual across the city's NTE operation) may have affected both treatment and control areas.

To assess displacement, a 50m buffer was added around each hotspot. Results showed no evidence of displacement; instead, a potential diffusion of benefits was observed, with serious violence dropping 30.6% from pre- to implementation year and 20.2% by the post-implementation year. A Weighted Displacement Difference test that included treatment, control and buffer areas around each hotspot also showed that decreases in violence were statistically significant in the treatment areas between pre- and implementation years (WDD = -43, $p<0.05$) (see Appendix 4.4).

Qualitative focus groups post implementation from McDonald's staff indicated improved perceptions of safety. From January 2021 to December 2023, staff turnover dropped by 60%, possibly reflecting increased safety and willingness to work at the restaurants although other factors may have contributed.

Footfall within Leicester's NTE

An alternative explanation for the crime drop was reduced NTE footfall due to the increases in the cost of living experienced over the time period of this problem-solving work. However, McDonald's data showed a 2.3% increase in night-time footfall in November 2024 vs. November 2023. More robust BID footfall data from April 2023–January 2024 also showed an overall increase during peak NTE hours, including a 17.1% rise near East Gates McDonald's. This suggests reduced footfall had not been experienced during this time and that instead reductions in violence had been experienced during a time when Leicester had become busier (see Appendix 4.5).

How might the response have been more effective?

During implementation, the VCCU periodically reviewed recent relevant incidents before quarterly meetings with staff. Weekly or monthly reviews would have been more beneficial, allowing quicker recognition and resolution of new issues and/or implementation problems.

The VCCU would also have liked to obtain more customer feedback on the problem and changes made via links to online surveys handed out to customers. The time to develop this and ensure a good response rate were barriers which prevented this in this project.

Ongoing monitoring

This response is considered sustainable as most interventions are partner-led and have now become embedded as standard practice. The front-line policing footprint has been small and can be maintained at current levels through existing NTE operations and ongoing contact between the Police licensing lead and the restaurants. The VCCU (now known as the Prevention and Problem-Solving Hub) continues to monitor serious violent crime and can intervene according to this blueprint if required.

National impact

The project has influenced the approach to combating NTE violence across the UK. Firstly, the Walk Away campaign was adopted by the National Police Chiefs Council and the Home Office in late 2023 for use by all 43 police forces in their violence prevention efforts. Additionally, in early 2025, the Home Office initiated a collaboration with UK McDonalds head office and used the experiences from Leicester as a model for working with other McDonald's restaurants facing similar issues.

Word Count: 3,992

Agency & Officer Information

Key Project Team Members

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Appendices

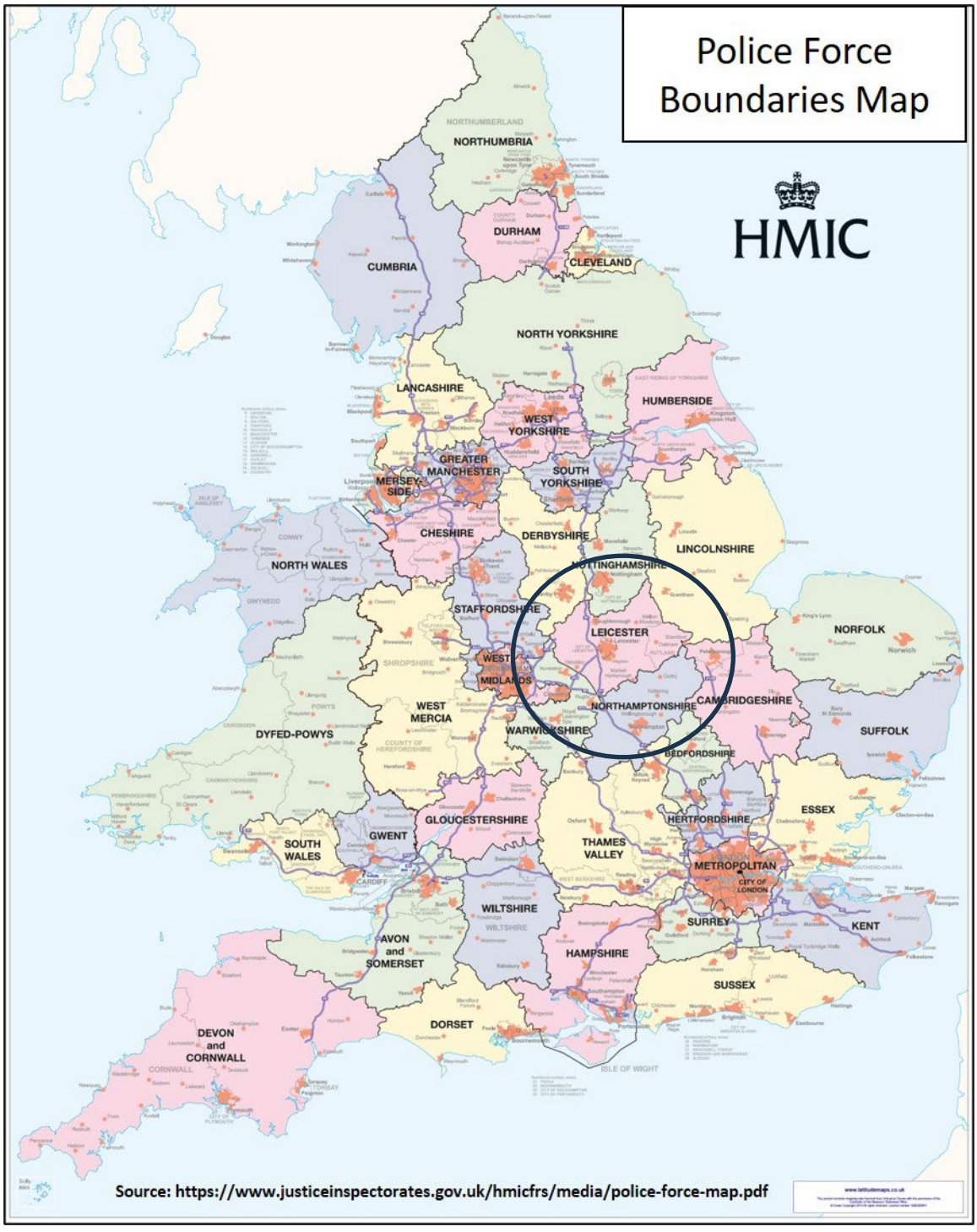
Appendix 1.1 -About Leicester and Leicestershire Police & Map of Leicester and Leicestershire Police Force Region.

About Leicester and Leicestershire Police.

Leicester is a city in the Midlands region of England.

It has a population recorded at the 2021 census of 368,581 residents placing it within the top 10 largest English cities by population.

The city of Leicester and the wider Leicestershire region are policed by Leicestershire Police with a headcount of approximately 2,300 police officers supported by 1,800 police staff and volunteers.


Police Force Boundaries Map
HMIC
NORTHUMBRIA
DURHAM
CLEVELAND
CUMBRIA
NORTH YORKSHIRE
LANCASHIRE
HUMBERSIDE
WEST YORKSHIRE
GREATER MANCHESTER
MERSEY-SIDE
SOUTH YORKSHIRE
CHESHIRE
DERBYSHIRE
LINCOLNSHIRE
NOTTINGHAMSHIRE
NORTH WALES
STAFFORDSHIRE
LEICESTER
NORFOLK
WEST MIDLANDS
NORTHAMPTONSHIRE
CAMBRIDGESHIRE
WEST MERCIA
WARWICKSHIRE
SUFFOLK
DYFED-POWYS
BEDFORDSHIRE
ESSEX
GLOUCESTERSHIRE
HERTFORDSHIRE
GWENT
SOUTH WALES
THAMES VALLEY
METROPOLITAN
WILTSHIRE
SURREY
KENT
AVON and SOMERSET
HAMPSHIRE
SUSSEX
DORSET
DEVON and CORNWALL
ISLE OF WIGHT
Source: https://www.justiceinspectorates.gov.uk/hmicfrs/media/police-force-map.pdf

From HMIC - UK Police Forces (Outlines) copy

Appendix 1.2 - The Leicestershire Violence Reduction Network Serious Violence definition (up to April 2024).

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Appendix 1.3 - Choropleth map showing time breakdown of serious violence in Central Leicester Neighbourhood Policing Area (NPA) hotspots.

Volume of offences																								
Weekday	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**Total**
Monday	21	9	11	8	5	2	1	0	3	3	9	3	13	9	7	3	8	17	8	13	11	13	10	8	195
Tuesday	10	4	6	9	6	0	4	1	7	5	6	10	3	7	7	13	13	16	14	12	16	4	15	10	198
Wednesday	7	11	20	11	5	2	1	2	1	4	9	7	5	11	6	11	8	12	11	18	6	12	8	9	197
Thursday	9	4	8	6	8	4	2	0	2	1	2	5	5	11	9	6	14	15	13	10	13	5	11	9	172
Friday	12	13	9	21	8	5	2	3	4	3	7	3	8	9	1	6	5	10	11	11	17	12	24	30	234
Saturday	37	45	60	57	23	23	16	6	4	3	6	8	6	1	2	10	13	17	12	13	25	20	38	38	483
Sunday	57	66	65	60	51	32	16	9	3	4	3	5	7	7	3	7	16	10	11	18	9	16	12	10	497
Total	153	152	179	172	106	68	42	21	24	23	42	41	47	55	35	56	77	97	80	95	97	82	118	114	1976

Appendix 1.4 - Repeat and near-repeat victimisation in Leicester using 2022 public-place serious violence data.

2022	Same day	Within 2 days	Within 8 days
Same location	280 (10.5%)	317 (11.9%)	521 (19.5%)
Within 200m	334 (12.5%)	456 (17.1%)	762 (28.6%)
Within 400m	752 (28.2%)	904 (33.9%)	**1213 (45.5%)**

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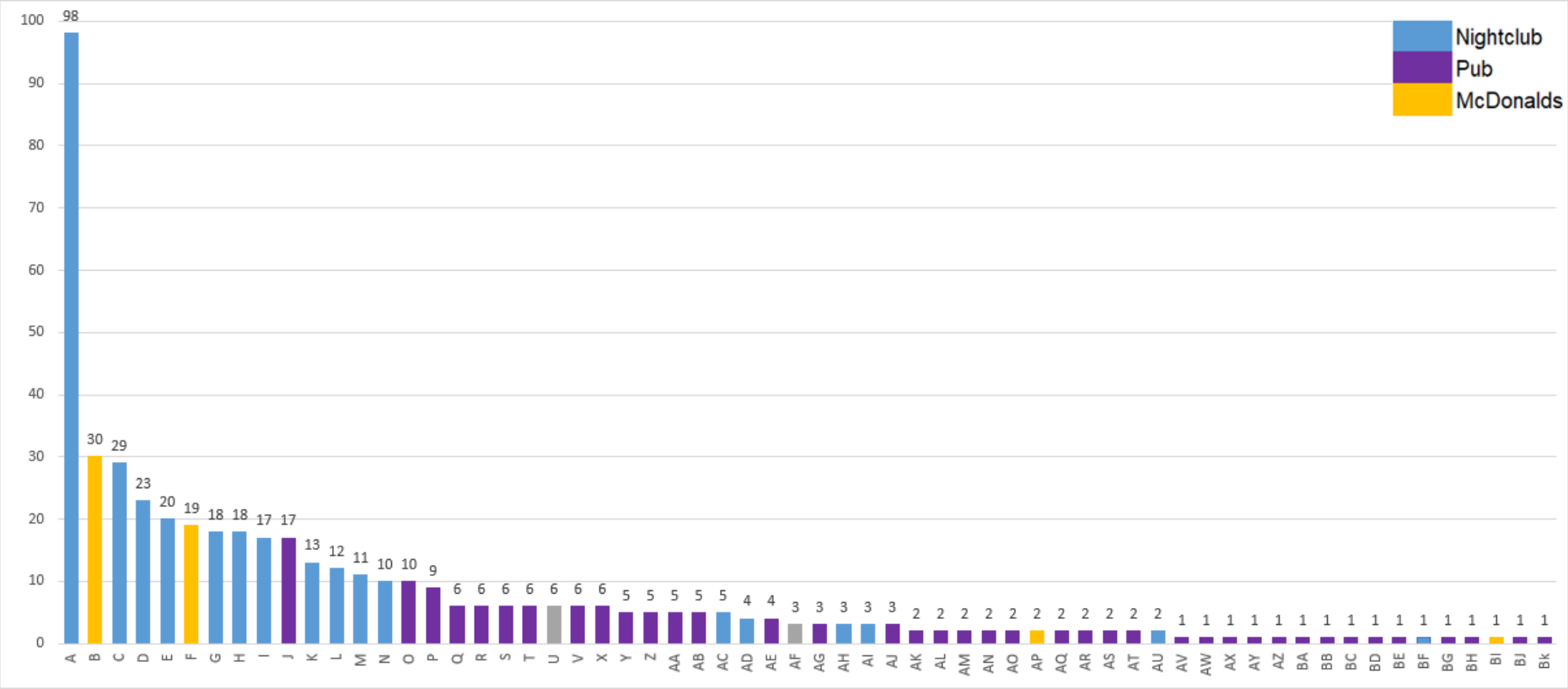
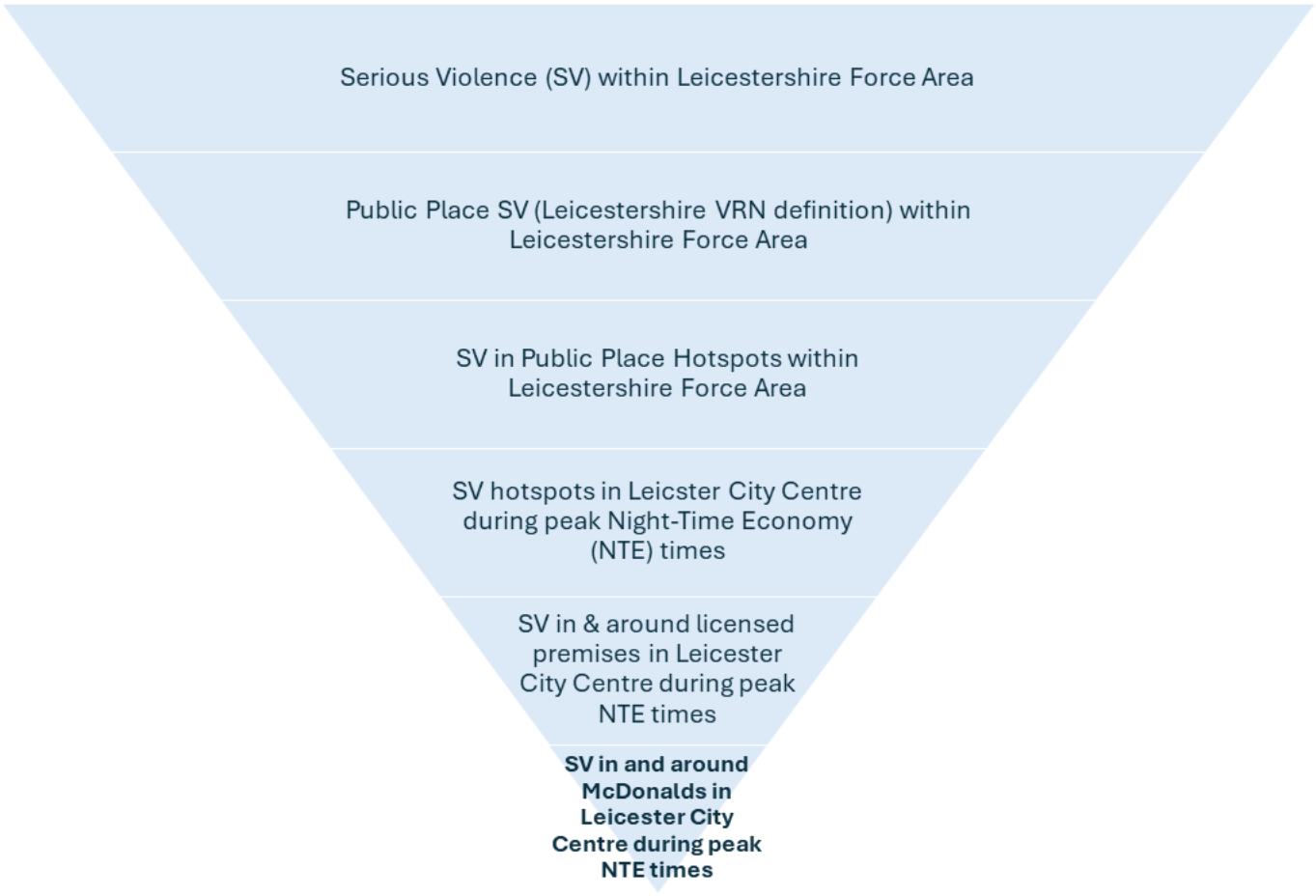
Appendix 1.5 - Risky facilities analysis on volume of serious violence in and around 127 facilities located across Leicester city centre - April 2021 until March 2023.



Appendix 1.6 – McDonalds, Market Street.

Appendix 1.7 – McDonalds East Gates, Leicester.

Appendix 1.8 - Funnelling method used to specify the focus for problem solving.



Appendix 2.1 - Image of the Market Street, McDonalds restaurant entrance.

Appendix 2.2 - Image of the Market Street, McDonalds restaurant food collection point.

Appendix 2.3 - Image outside Market Street, McDonalds restaurant.

Appendix 3.1 - CCTV Signage Placed Within McDonalds Restaurant.

Appendix 3.2 - Examples of Specific Walk Away Material used in McDonalds Restaurants.

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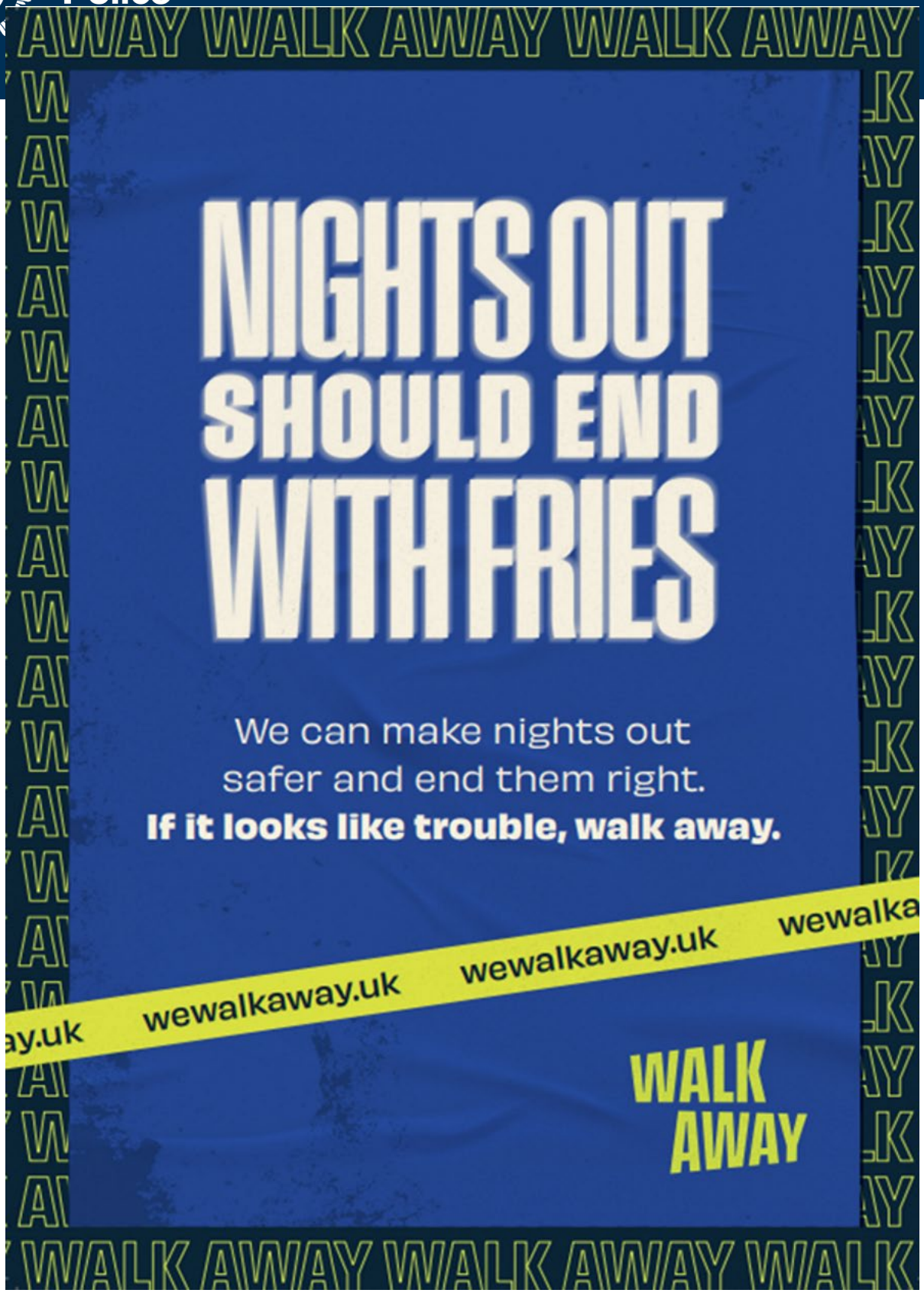

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Police

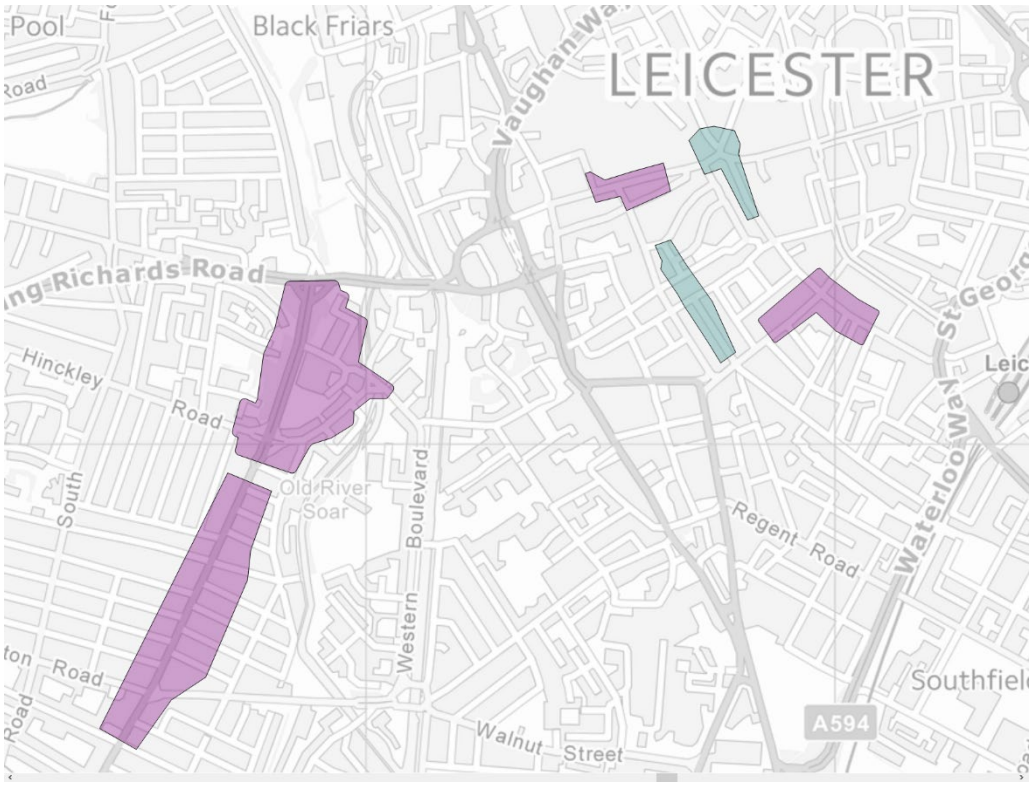
Appendix 3.3 - St John's Ambulance Safe Space outside Market Street, McDonalds.

Appendix 3.4 'Walk Away' campaign material including mural prominently within key NTE location on High Street, Leicester, advertising van parked within hot spot locations and Walk Away handstamps used in NTE.


OPPA
SAFE - KEEP YOUR MATES SAFE - KEEP YOUR MATES SAFE
LET'S ENJOY OUR NIGHT.
If things get heated, help your mates to walk away.
wewalkaway.uk
WALK AWAY


WALK AWAY
WALK AWAY
WALK AWAY

Appendix 4.1 - Map of McDonalds hotspots (Green) and Control areas within Lecester (Purple).



Appendix 4.2 - Serious violent crime volume during key night-time economy times in McDonalds and control hotspots.

		Control Areas	McDonald's Hotspots
SV Volume	**04/22-03/23 - Pre-Implementation year**	137	115
	04/23-03/24 - Implementation year	112	58
	04/24-03/25 - Post Implementation year	103	73
% change in violence comparing treatment to control areas	**Implementation year**	-32.5%	
	Post Implementation year	-30.2%	
% change in violence (inverted odds ratio)	**Implementation year**	-	0.6169 (-38.3%)
	Post Implementation year	-	0.8443 (-15.6%)
Weighted Displacement Difference test (*p*-value)	**Implementation year**	-32 (0.06)	
	Post Implementation year	-8 (0.35)	
Potential cost avoidance	**Implementation year**	-	£800,850
	Post Implementation year	-	£590,100

Appendix 4.3 - Serious violent crime Cambridge Crime Harm Index (CCHI) scores during key night-time economy times in McDonalds and control hotspots.

		Control Areas	McDonald's Hotspots
CCHI score	04/22-03/23 - Pre-Implementation year	30,402.5	10,681.5
	04/23-03/24 - Implementation year	17,477.5	8,538
	04/24-03/25 - Post Implementation year	23,185.5	6,116
% change in harm comparing treatment to control areas	Implementation year	-36.7%	
	Post Implementation year	-28.7%	
% change in harm (inverted odds ratio)	Implementation year	-	-39.0%
	Post Implementation year	-	-24.9%

Appendix 4.4 - Serious violent crime volume during key night-time economy times in McDonalds and control hotspots including a 50m buffer zone.

		Control Areas	50m Buffer	McDonald's Hotspots	50m Buffer
SV Volume	04/22-03/23 - Pre-Implementation year	137	38	115	36
	04/23-03/24 - Implementation year	112	33	58	25
	04/24-03/25 - Post Implementation year	103	26	73	28
% Reduction	Implementation year	-18.3%	-13.2%	-49.6%	-30.6%
	Post Implementation year	-24.8%	-31.6%	-36.5%	-20.2%
Weighted Displacement Difference test (*p*-value)	Implementation year	-43 ($p<0.05$)			
	Post Implementation year	-16 (not significant)			

Appendix 4.5 - Footfall within Leicester City Centre during key night-time economy times.

	Gallowtree Gate (0.1 miles to nearest McDonalds)	High Street (0.0 miles to nearest McDonalds)	Humberstone Gate (0.2 miles to nearest McDonalds)	Total
Pre-implementation- 01 April 2022 -01 Jan 2023 10pm-6:59am	485,066	691,115	149,638	1,325,819
Implementation- 01 April 2023-01 Jan 2024 10pm-6:59am	502,921	809.305	144,817	1,457,043
Percentage Change	+3.68%	+17.10%	-3.22%	+9.90%