



Governance and Human Resources
Town Hall, Upper Street, London, N1 2UD

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held on, **2 November 2015 at 7.30 pm.**

John Lynch
Head of Democratic Services

Enquiries to : Peter Moore
Tel : 020 7527 3252
E-mail : democracy@islington.gov.uk
Despatched : 23 October 2015

Membership

Councillors:

Councillor Troy Gallagher (Chair)	Councillor Martin Klute
Councillor Una O'Halloran (Vice-Chair)	Councillor Michael O'Sullivan
Councillor Kaya Comer-Schwartz	Councillor Caroline Russell
Councillor James Court	Councillor Raphael Andrews
Councillor Gary Doolan	Councillor Jilani Chowdhury
Councillor Rakhia Ismail	Councillor Clare Jeapes
Councillor Jenny Kay	

Substitutes:

Councillor Alice Perry	Councillor Alice Donovan
Councillor Nick Wayne	Councillor Satnam Gill
Councillor Flora Williamson	Councillor Nurullah Turan
Councillor Mouna Hamitouche	Councillor Robert Khan
MBE	Councillor Paul Smith
Councillor Theresa Debono	
Councillor Alex Diner	Quorum 4 Councillors

A. FORMAL MATTERS

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1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interest

Declarations of interest

If you have a **Disclosable Pecuniary Interest*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

***(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences- Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to all members present at the meeting.

4. To approve minutes of previous meeting 1 - 8
5. Matters Arising from the minutes

6. PUBLIC QUESTIONS

7. Chair's Report

B. ITEMS FOR CALL IN - IF ANY

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C. SCRUTINY AND MONITORING REPORTS

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8.	Annual Crime and Disorder report/Presentation Executive Member Community Safety -To follow	
9.	Youth Crime Strategy	9 - 24
10.	Licensing Policy - Effectiveness	25 - 34
11.	Scrutiny Review - Knife Crime/Mobile Phone theft/Crime hotspots - verbal	
D.	DISCUSSION ITEMS - IF ANY	Page
E.	REPORT OF REVIEW CHAIRS	Page
F.	URGENT NON EXEMPT MATTERS	
	<u>Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.</u>	
G.	EXCLUSION OF PUBLIC AND PRESS	
	<u>To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.</u>	
H.	CONFIDENTIAL ITEMS FOR CALL IN - IF ANY	Page
I.	EXEMPT ITEMS	
	<u>The Public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.</u>	
J.	OTHER BUSINESS	Page

The next meeting of the Policy and Performance Scrutiny Committee will be on 7 December 2015 **Please note all committee agendas, reports and minutes are available on the council's website:**

www.democracy.islington.gov.uk

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Public Document Pack Agenda Item 4

London Borough of Islington

Policy and Performance Scrutiny Committee - 5 October 2015

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 5 October 2015 at 7.30 pm.

Present: **Councillors:** Gallagher (Chair), O'Halloran (Vice-Chair), Comer-Schwartz, Doolan, Ismail, Kay, O'Sullivan, Poyser, Russell, Jeapes and Andrews
Also Present: **Councillors:** Hull

Councillor Troy Gallagher in the Chair

- 155** **APOLOGIES FOR ABSENCE (Item 1)**
Councillor Klute and Councillor Andrews for lateness
- 156** **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**
Councillor Jeapes stated that she was substituting for Councillor Klute
- 157** **DECLARATIONS OF INTEREST (Item 3)**
None
- 158** **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**
RESOLVED:
That the minutes of the meeting of the Committee held on 17 September 2015 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them
- 159** **MATTERS ARISING FROM THE MINUTES (Item 5)**
None
- 160** **PUBLIC QUESTIONS (Item 6)**
The Chair outlined the procedure for public questions and filming and recording at meetings
- 161** **CHAIR'S REPORT (Item 7)**
The Chair reported that the meeting to consider the Budget 2016/17 would now be considered at the 21 January 2016 Policy and Performance Scrutiny Committee meeting and not the 11 February meeting as originally envisaged, in order that the Committee has more time to consider this and submit comments to the Executive
- 162** **SCRUTINY REVIEW - TAX AVOIDANCE WITNESS EVIDENCE (Item 8)**
Ramani Chelliah, Chief Contracts Lawyer, Governance and HR was present at the meeting and outlined the report.

During discussion of the report the following main points were made –

- The legal framework that needed to be considered was outlined in the report and whilst there had been initiatives that the Council had taken in relation to blacklisting and the London Living Wage this would be more difficult in the area of tax evasion, given the legal framework

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- The Committee were informed that there were mandatory and discretionary exclusions from participating in a procurement process and these were outlined in the report and there were even exceptions to the mandatory exclusion
- In addition any economic operator that is in one of the situations of mandatory or discretionary exclusion may provide evidence to the effect that measures taken by the economic operator are sufficient to demonstrate its reliability despite the existence of a relevant ground for exclusion. This is known as self cleansing
- It was also stated that the law around tax evasion is complex and it is for HMRC to establish whether companies have evaded tax. Even where this is the case HMRC can reach an agreement with the company to pay the tax and therefore the company can avoid prosecution
- Members were informed that in relation to mandatory exclusion for tax evasion, the period of exclusion is 5 years from the date of conviction, subject to exemptions and self cleansing, and in relation to discretionary exclusion for tax evasion, the period of exclusion is 3 years from the date of the relevant event
- It was noted that the standard form of Pre- Qualification Questionnaire (PPQ) used by the Council asks the tenderer for a declaration in relation to whether any of the grounds for mandatory exclusion apply together with supplementary information, where relevant. The standard form of PPQ, contains additional provisions in relation to discretionary exclusion for non - payment of taxes but these provisions currently only apply to central government contracts over the value of £5m
- The view was expressed that the Council should amend the standard form of PPQ used by the Council in order for these provisions to also apply to Council contracts over the value of £5m. The qualifying threshold of £5m has been adopted by the Cabinet Office, in order to avoid adding an administrative burden to lower value procurements and to small businesses. It was noted that
- In response to a question it was stated that the Head of Procurement would provide the Committee with details of companies that had been found guilty of tax evasion
- In addition it was stated that if an investigation is carried out and companies were found to be guilty of tax evasion the Council would still need to find out if they had taken action to rectify this or self cleanse
- Reference was made to the financial implications in the report and that if additional requirements within the procurement process were adopted this may result in an increased administrative burden on the Council, however at present as this would be limited this could be met within existing resources. The view was expressed that if additional resources were needed this would be on a similar basis to the recommendations on resources proposed in the Blacklisting scrutiny review
- A Member enquired as to the exceptions to the mandatory exclusions in relation to the public interest such as public health or the protection of the environment and it was stated that this may include an instance where there is only contractor who specialises in such work
- A Member also referred to companies whom he knew the Council contracted with that had been guilty of not paying tax, including health contracts that should be looked at once the Committee gets the list of contracts
- In response to an enquiry as to whether the threshold of £5m could be lowered it was stated that this is a relatively low limit as it covered the whole length of the contract and that if it was a 10 year contract then this only equated to £500k per annum
- Members stated that it would be useful to look at the contracts that the Council currently had and the length and value of such contracts

RESOLVED:

- (a) That consideration be given to the amendment of the Council's standard contract conditions, for contracts over the value of £5m, to allow for contract termination

for non-compliance with tax payment obligations when recommendations are made to the Executive

- (b) That consideration be given to widen the scope of tax enquiries made of suppliers during the pre-qualification stage of the procurement process for contracts with a value of over £5m when recommendations are made to the Executive
- (c) That the information relating to the legal framework for dealing with the issue of non-payment of tax, as part of the procurement process
- (d) That the Head of Procurement provide details of those companies that had been found guilty of tax evasion to Members of the Committee within the next 2 weeks
- (e) That details be provided to Members of the Committee on the value of the contracts that the currently had and who these contracts were with

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SCRUTINY REVIEW KNIFE CRIME/MOBLIE PHONE THEFT - WITNESS EVIDENCE - VERBAL (Item 9)

Catherine Briody, Victims Offender and Support Manager, was present for discussion of this item.

Jennie Walsh, Forensic Psychologist, Gangs Team gave witness evidence to the Committee together with Ian Howells Acting Superintendent, Islington Police and Theresa Ikoko Gangs Team Transition Service worker.

During consideration of the witness evidence the following main points were made –

- It was stated that mobile phone theft did not just take place in Islington but also in other neighbouring boroughs
- The number of criminal offences had reduced from 444 at the beginning of the year to 225 offences in September, a reduction of 41%
- The most prolific offenders were being targeted and one person had been arrested 32 times and there will be a dedicated gangs team employing a range of strategies
- Partnership working and sharing of information was good and the Metropolitan Police had put in a strong presence in the borough in recent months and there had been proactive patrolling
- There had been more targeted stop and search and more engagement and diversionary activities were being employed towards offenders
- The view was expressed that there needed to be increased co-ordination with schools, as it was important not to exclude children and also there needed to be liaison with schools from years 5 and 6 to alert agencies to individuals who needed to be assisted to deter them from possibly getting involved in crime
- Reference was made to the crime figures over the Summer period and it was stated that these would be circulated to Members
- It was stated that the Gangs Team tried to engage those at risk and offenders and looked at a series of issues such as housing, employment, and mental health and tried to remove these barriers. A number of these individuals had been in Pupil Referral Units and lacked social skills and also converted to crime through family relationships or violence
- The Gangs Team engaged with partners to share information and is now focusing on outcomes rather than outputs
- There is also now mental health expertise in the team and focused on young people with multiple risk factors and so far to date 35 young people had been seen
- Young people were actively engaging with the mental health service who otherwise not meet the threshold for treatment
- A Member stated that the Children's Services Scrutiny Committee were carrying out a scrutiny into Alternative Provision and that early intervention was key in preventing

children being excluded from school. It was added that there was good work in Camden going on in relation to mental health and the Committee would consider taking witness evidence in this regard

- Reference was made to the difficulties faced by young people in turning their backs on criminality and the barriers that they faced. Housing was a major issue and it was often difficult to persuade them to have aspirations and go into training, college etc. when they risk losing benefit and their accommodation
- An evaluation form had also been drawn up which enabled young people to track their progress
- It was felt that there was pressure on young people to achieve and if they could not do this academically they sometimes turned to criminality and there was also a sense of inclusion in being in a gang and being part of a group
- Reference was made to the issue of criminal behaviour orders and the view was expressed that this often excluded young people from their family and areas they were familiar with. However it was stated that criminal behaviour orders came into force in October 2014 and there had been 16 applied for and these stopped a criminal from going back into an area engaging in crime however not all the conditions imposed were geographical and they were only granted by the Courts if they were necessary
- There was a need to identify young people at an early stage and there were schools police officers in named secondary schools and a Police Sergeant who would be working with schools
- It was stated that often at 14 years of age some young people displayed a pattern of criminal behaviour and the earlier agencies can intervene the outcome was usually more successful
- In response to a question it was stated In Lambeth there was better provision for youth services and well established community leaders that could link in with parents
- In certain areas there were gangs that were linked to more organised crime and drug dealing and the new Gangs Team were looking to do more with schools
- Reference was made to the incidence of mobile phone thefts outside stations, particularly Old Street, and that businesses and TfL should work with the Council to erect public noticeboards and signs to warn of the dangers of mobile phone thefts and that the electronic noticeboards on estates should be used
- Members expressed the view that children who were excluded from school tended to be labelled and everything possible should be done to prevent permanent exclusions from school
- In response to a question it was stated that in relation to criminal behaviour orders that the aim is to protect the community and the individual is not always excluded from their own area and these orders often related to individuals crossing borough boundaries to commit crimes
- It was stated that the Police were seeking to work more on youth engagement to break down barriers, however this was difficult and he stated that he would circulate details of the types of youth engagement that the Police undertook
- Reference was made to the fact that mental illness amongst young people could be a complicating feature of youth crime

The Chair thanked the witnesses for attending and their evidence

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FINANCIAL UPDATE (Item 10)

Councillor Andy Hull, Executive Member Finance and Performance was present and was also accompanied by Steve Key, Service Director Finance.

During consideration of the following items the following main points were made –

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- There was a projected overspend at the end of month 4, however it was hoped that this could be reduced or eliminated by the end of the financial year. However if there is an overspend this will be funded from one off contingency reserve in the first instance
- There were overspends in Housing and Adult Social Services, due to the pressures of providing temporary accommodation and ongoing changes in the welfare support system
- There is currently a forecast of £1.6m overspend in Environment and Regeneration for the reasons outlined in the report and corporate savings of £0.45m had been applied to the structural overspend, due to the Government shelving plans to introduce locally set licensing fees
- It was noted that the HRA is forecast to break even over the financial year, however there is a need to look at the Government announcement of a 1% reduction in social rents would need to be looked at during the budget process
- It is forecast that £114.6m of capital expenditure will be delivered by the end of the year 2015/16
- Reference was made to the Chancellor's statement concerning Business Rates retention by Council's and the details were still not clear and details would need to be analysed, however it was felt that this would not make up for the loss of Government support grant and the timing of any introduction could mean that the Council still has to make substantial savings in the interim. Reference was made to the possibility of increases in the service charge in response to this and Councillor Hull stated that he would investigate this with Councillor Murray and the Director of Housing and Adult Social Services
- In relation to no recourse to public funds there was likely to be additional financial pressures placed on the Council if they had to accommodate refugees from Syria and that the Government had stated that funding would only be available for one year. It was stated that if the refugees were orphans this would be extremely expensive for the Council and would be for a number of years however it was unclear at present how many refugees the Council would take. Councillor Hull indicated that the Leader was discussing with other London Councils and the Mayor the implications for Councils of taking refugees
- In response to a question it was stated that there needed to be established whether any refugees that had job skills that could be matched or training could be given to them to ease the financial burden on the Council. Councillor Hull responded that he would raise this matter with the Leader and Executive Member for Economic and Community Development
- A Member stated that the Housing Scrutiny Committee were currently carrying out scrutiny reviews into the Capital Programme and Responsive repairs and there could be an opportunity for savings to be made that could assist any HRA shortfall
- Reference was made to the increase in development management pre application fees and it was stated that this had been agreed by the Executive
- A Member enquired whether the increase in the budget for temporary accommodation was a temporary or permanent one and if there should be extra budget provision if this were to be permanent. Councillor Hull indicated that he did not feel that there should be revisions to the budget at this stage as it is hoped that these overspends can be brought down but at some point in the future it may be necessary to look where temporary accommodation is provided as at present, unlike many other London Boroughs, families were being placed in temporary accommodation in London, rather than outside London

RESOLVED:

That the report be noted and that Councillor Hull investigate the points raised above in relation to skills of refugees and the issue of addressing a possible shortfall as a result of a reduction in social rents and respond thereon to the Committee

165 EXECUTIVE MEMBER FINANCE AND PERFORMANCE - PRESENTATION (Item 11)

Councillor Andy Hull, Executive Member Finance and Performance was present for discussion of this item.

During consideration of the report the following main points were made –

- A balanced budget had been delivered for 2014/15, and a further £37 m of savings have had to be made in the 2015/16 budget as a result of Government spending reductions, meaning that in total the Council has had to reduce spending by £150m since 2010 and by two thirds in the last 10 years
- The budget strategy and process and timeline for 2016/19 has been developed
- As a result of action £560,000 of the Local Welfare Provision Fund had been maintained for Islington and Discretionary Housing Payment had been allocated to assist those affected by welfare reforms to enable them to remain in their homes whilst seeking more affordable accommodation/looking for work
- One of the few Councils in the country who has spent their entire DHP allocation supporting families in financial hardship
- Collected more Council Tax, contributing £1.9 m to savings targets
- Delivered £7.8m of savings across the Finance and Resources Department in the last financial year
- Agreed a new Procurement strategy for 2015-2020
- Commissioning and Procurement Board supporting and challenging all procurements to reduce costs and improve effectiveness
- Training delivered to businesses, including local small and medium sized enterprises and the voluntary sector
- Continued to make services available on line, with an upward trend in transactions and on track to hit ambitious targets to reduce telephone calls and visits to Contact Islington
- More people paying Council Tax by direct debit and benefit processing times in top quartile in London
- Developed and published Islington Digital Strategy 2014/18 and prepared proposals to share ICT services with Camden Council, which will deliver savings and provide opportunities for shared services
- Recognition of good processes in place to protect personal data
- Successfully threatened judicial review of the Government's decision to cut the local welfare provision fund
- Successful challenge leading to the Government accepting additional areas in the borough, where permitted development rights would not apply
- Integration of repairs service and concierge service staff under TUPE
- Adoption of new and revised employment procedures
- Schools HR successfully taking responsibility for a number of new schools outside Islington
- Smooth delivery of the General Election and Islington being the second London Borough to declare the result
- Managed introduction of individual voter registration and congratulated Andrew Smith Head of Registration and Electoral Services and his team on the handling of the election

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- Continued leadership on the London Living Wage. Councillor Hull stated that he would provide a presentation on the LLW to the Committee, prior to its next meeting on 2 November at 6.30p.m.
- Reviewed and refreshed the Council's performance indicators and held monthly performance panel (MPP) meetings with relevant Executive Members, Corporate Directors and the Leader to hold departments accountable for their performance. In addition there is quarterly monitoring of reports and comparison with benchmarking data across London
- Members congratulated Councillor Hull on the clear presentation of his report and Finance officers for achieving the savings in the department
- In response to a question it was stated that Councillor Hull would provide Members of the Committee with details of the types of training provided to small and medium size businesses to assist them in the procurement process
- Councillor Hull also stated that he would provide the Committee with details of any effect that the changes to working tax credits may have on Council budgets
- In response to a question on whether there was felt to be a need for increased youth services, given the increase in youth crime, Councillor Hull stated that with the large reductions in funding imposed by Government it would be difficult to increase funding

RESOLVED:

- (a) That the report be noted
- (b) That Councillor Hull be requested to inform the Committee of the types of training provided for small and medium sized businesses during the procurement process, and the effect that the changes to working tax credits would have on Council budgets
- (c) That it be noted that there would be a presentation to the Committee on the London Living Wage, prior to the next PPS Committee on 2 November at 6.30p.m.

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RECRUITING AGENCY STAFF/TEMPORARY STAFF POLICY (Item 12)

Debra Norman, Assistant Chief Executive Governance and HR was present for discussion of this item and outlined the report.

Councillor Andy Hull, Executive Member Finance and Performance, was present for discussion of this item.

During consideration of the report the following main points were raised –

- There has been a number of approaches taken over the previous 6 years to enable agency staff covering establishment posts to apply to be directly employed by the Council, as outlined in the report
- In response to a question in relation to paragraph 3.9 of the report it was stated that the cleaning service had previously made high use of agency staff, 49% of the workforce Councillor Hull stated that he would establish the current figure and inform Members of the Committee. In addition, Councillor Hull added that he would inform the Committee of any savings made as a result of the reduction in agency staff, even though these savings may not be significant
- Members were of the view that it would be beneficial if there could be an agreed temp to perm policy in place
- A Member referred to the fact that some staff had lost confidence in the recruitment procedures and that in his view there should be equality representatives on interview panels

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- Members congratulated officers on the report and the Director of Environment and Regeneration on the reductions he had achieved in reducing the employment of temporary staff
- In response to a question the Assistant Chief Executive Governance and HR stated that Commensura paid the correct rate to agency staff employed and that she was not aware of any issues that had been raised about this
- Discussion took place as to the employment of agency social workers and it was stated that this could be considered in more detail when the Committee considered the agency staff report at the December meeting but discussions had been taking place with other London Boroughs about controlling rates of pay so that 'poaching' of staff would be reduced. However many agency staff preferred to work for an agency
- In response as to whether the proposal for an 'in house' agency was being proceeded with it was stated that it was this was not considered financially viable at present and efforts are being made to reduce the number of agency staff

RESOLVED:

- (a) That the report be noted and the Audit Committee be recommended to review the Council's approach to recruiting agency staff to temporary posts
- (b) That the Assistant Chief Executive Governance and HR be requested to inform Members of the current figure of agency cleaning staff and any savings received as a result of the transfer of agency to directly employed staff

167 MONITORING REPORT (Item)

RESOLVED:

That the report be noted

The meeting ended at 10.20 p.m.

CHAIR



Youth Crime Strategy 2015

We are committed to making Islington one of the safest boroughs in London. We want Islington to be a fairer place where every child has the best start in life and does not become either a victim or perpetrator of crime.

However, Islington has experienced a disturbing rise in youth crime, especially violence, which has caused widespread anxiety to residents, particularly families with children. We have all become very concerned about the safety of young people on our streets, in our parks and schools and on our estates.

This problem is not unique to Islington. All across London, violent crime committed against teenagers by teenagers has risen alarmingly in the past year. In Islington, our local community has been deeply shocked and saddened by the murder of two teenagers in the first half of 2015, incidents which have both horrified and angered our residents.

A minority of Islington's young people have been drawn into gangs that make money from burglary, robbery, theft of cycles, mopeds and smartphones. These crimes are all connected. Young people use cycles and mopeds to commit snatches or to transport stolen goods, weapons or drugs. They then use the money from these crimes to buy and sell drugs in a very lucrative market. Increasingly, those young people are using violence – especially knives – to settle their disputes or enforce deals. The impact of this small number of people's behaviour is very widespread.

Many of those resorting to such violence have themselves suffered trauma early in life – domestic violence, parental drug and alcohol dependency. They have grown up without the emotional tools that children should develop – like empathy towards others. They have often dropped-out or been excluded from school and have lost sight of their future lives and the consequences of their actions.

Fifteen years ago we did not understand the severity of what was happening to those children and the implications for their future. But we do now and we need to take action, both to control the current rise in youth crime and to prevent the same thing happening to those young children who are most vulnerable now.

We are certain about three things:

- We now have very good children's services that work effectively with children, young adults and their families; they identify children facing difficulty in their early years and our family interventions spot the problems and try to resolve them
- The number of young people entering the youth justice system is declining but this does not reflect the real picture – the number of youth crimes is increasing but at least half of these crimes do not result in a charge or prosecution
- Although 8 out of 10 who enter the youth justice system do not re-offend, we have London's highest youth re-offending rate. The total number is growing and a small cohort of young people are becoming even more prolific offenders.

We understand the scale and nature of the problem. So, this strategy sets out what the Council, police and others are going to do about it.

Firstly, we must deal with the current group of young people committing these crimes. We will establish a dedicated gangs team drawing together the police, youth offending, probation services and children's social work teams to:

- disrupt gang organisation and stop them recruiting young teenagers
- acquire intelligence about gang membership and activity and to share that information about at-risk teenagers more widely
- persuade gang members to change their behaviour by using new legal powers, family and children's services and to enforce against those who refuse to engage
- track-down and remove from our community the adults who are recruiting kids into gangs and who form a link with organised crime – the people who provide money for stolen goods and who supply the drugs.

Secondly, we must “turn off the tap” and prevent another cohort of young teenagers from being lured into criminal gangs by:

- shifting some of our youth service resource into detached youth work with individual young people who may be at risk
- strengthening our partnership with schools to make sure they refer children they are concerned about
- launching a new service for all children who are on “alternative provision” and not attending mainstream schools.

Thirdly, the Council and police cannot solve this problem alone. We have to work with the whole community to help cut crime. Parents, families, neighbours and young people themselves can discourage the low level anti-social behaviour and crime which later leads to more serious criminality.

Finally, we need some extra help from outside the borough. Central Government and the Mayor of London must understand that although Islington had been pretty low down the ranking of London boroughs experiencing violent crime, this has changed. The widening social divide in our borough is a contributing factor to the disaffection and alienation felt by some young people and the financial pressure on public services in Islington will only make it harder for us to respond effectively to rising youth crime.

Together with our partners and the community we will take a firm, united stand against the current rise in youth crime that has had such devastating consequences. And we will not rest until we have done everything we can to prevent those young children growing up today from entering a life of crime – spotting the early signs, intervening, supporting and always looking at the bigger picture so that those most vulnerable children can always choose a more positive path and reach their potential.

We are determined to drive real changes in youth offending including:

- less children becoming victims of violent crime, whether committed by other young people or by adults
- a reduced number of crimes and low-level disorder involving children
- a reduction in the number of children entering the criminal justice system for the first time
- fewer children already in the criminal justice system continuing to offend.

There is a strong community spirit in Islington and we have seen that demonstrated in the aftermath of violent crimes in previous years. Whether as residents, community groups, faith organisations, businesses, the police or the Council, we must all work together to prevent further harm to Islington’s children and young people.

Cllr Joe Caluori
Executive Member for Children and Families

Cllr Paul Convery
Executive Member for Community Safety

July 2015

Interventions, enforcement and reintegration

We need to stop this rise in crime as a matter of urgency – by bringing the perpetrators to justice and changing their behaviours.

Dedicated gangs team

We can only do this in partnership with the police and are setting up an integrated gangs team to deliver a more effective and targeted working with both boys and girls.

We need to become better at identifying the persistent perpetrators of crime and their families, with everyone intervening to stop them.

Everyone with a role will be asked to play their part in a joined up way. This means looking back at an offender's history and taking everything in the past into account, not just the current presenting issue¹. Where this is linked to our Stronger Families Programme we are already seeing that 97% have made significant improvements in their issues². This gives some grounds for optimism, but the challenge is significant and very tight control and oversight will be needed for some considerable time if we are to make clear inroads.

Over time the Youth Offending Team³ has not done this well enough and a refreshed multi-agency team is now in place that includes CAMHS, other health professionals and closer links with the Targeted Youth Support (TYS) staff who work more on the streets.

Tough action

We are adopting an enhanced set of powers, using Integrated Offender Management (IOM) to make sure all services are using a 'think family' approach to enforcing better behaviour, as every child is part of a wider network and family. IOM triages offenders into strands based on current offending and risk of reoffending. The most risky offenders are then subject to enhanced enforcement and supervision which can lead to:

- confiscation of belongings, such as cycles and mopeds, TVs and cars, where there is associated offending
- withdrawal of the residents support scheme for families that collude with offending behaviour
- issuing criminal behaviour orders and injunctions and obtaining parenting orders
- making full use of landlord powers, including serving eviction notices, within the law
- making full use of the new powers in ASB Crime and Policing Act 2014 to prevent or disrupt children and young people from engaging in crime and anti-social behaviour.

Managing the most entrenched young people

The police frequently arrest children and young people but take no further action (NFA)⁴. We recognise that multiple NFAs are a warning light and these need very close action and monitoring.

By the time many of these children have got to the age of 18 they have decided not to continue with criminal activity. But those that do continue are often hardened and actively grooming children into a life of crime. This helps them to avoid being caught themselves. The 18-24 team, as part of the integrated gangs team, will work on disruption and actively manage the most entrenched young people.

¹ <http://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2015/06/YJB-CSPPI-report.pdf>

² 715 families

³ The YOS works with about 120 at any one time.

⁴ 43% of young people arrested (2014/15) have No Further Action taken

Key Actions

Tackling gangs

- Establish a dedicated gangs team drawing together the police, youth offending, probation services and children's social work teams to:
 - Disrupt gang organisation and stop them recruiting young teenagers.
 - Acquire information and intelligence about gang membership and activity and to share that information about at-risk teenagers more widely.
- Track-down and remove from our community the adults who are recruiting kids into gangs and who form a link with organised crime – the people who provide money for stolen goods and who supply the drugs.
- Work in partnership with the police to disrupt organised crime.
- Fund a specific intelligence resource to gather and share information about local activity among young people.
- Build close working with the Redthread youth workers in the hospital major trauma centres⁵.

Action and sanctions

- Persuade gang members to change their behaviour by using new legal powers, family and children's services and to enforce against those who refuse to engage.
- Make sure that all young people that come to the attention of the police are visited at their homes.
- Use the full range of court orders, e.g. parenting orders to support parents in bringing about changes in their children's behaviour.
- Use intelligence led lawful means of searching people and places for weapons.

18-24s

- The 18-24 team, as part of the integrated gangs team, will work on disruption and actively manage the most entrenched young people.
- Use our employment support to get more 18-25 year olds into work.

⁵ Youth workers who deal specifically with young victims of gang crime on admittance to hospital

Prevention and Diversion

We know that the earlier families receive support with problems, the more likely they are to overcome or avoid further difficulties.

Early intervention

Islington continues to have very challenging demographic factors and a high proportion of children and families living in poverty. Early help means (a) taking action at an early stage in a child's life or (b) taking action at an early stage in the development of a problem. It is about stepping in as early as possible either before a problem arises or at the first signs of a problem to prevent it from getting worse.

For many families facing problems with their child money is the overriding problem, followed by behaviour and setting boundaries. Much of our support is focused on family stability and we also help with tackling the impact of domestic abuse. Eight out of 10 of the families using our Families First service, report that they have made improvements in their areas of concern.

Our children's centres provide support for all new parents, helping to establish good routines and expectations and our health visitors are well placed to spot when parenting is not going well at an early stage and to find the right support. At the moment our children's centre family support workers tend to work with families with very young babies, but we need to refocus some of this work on targeting families with more complex needs, including identifying parents with mental health problems so that they can get the support they need.

Working with schools

It is often when children become teenagers that being a good parent can become a real challenge. Our schools have a strong focus on responsible and thoughtful behaviour and solid anti-bullying policies in place, giving most children a firm foundation from which to become confident, solve problems and behave well.

Early help referrals from schools about a wide range of family problems have increased, which is a positive step towards enabling us to work with more vulnerable families at an earlier stage. Mentoring for children who are siblings of offenders, and who live in offending families can be very successful in stopping a child from continuing a family pattern of criminal behaviour, but we have some work to do in making sure the right families are targeted in primary schools.

Schools are very actively monitoring children who are persistently absent from school, and are referring persistent absentees to Families First. Our 'think family' approach has been helpful in the majority of cases and persistent absentees have fallen from 3.9% to 2.5% in primary and 5.6% to 3.7% in secondary school (13/14 academic year).

Supporting children and families in Alternative Provision

Children who are not in mainstream school, in particular the 200 children on Alternative Provision, are a worry as they have too much unsupervised time, leaving them vulnerable to being drawn into crime. We are currently setting up a new way of working with schools and families for these children, which will mean they each have a family assessment and a plan that goes well beyond the minimum number of hours of education. We want to halve the number of children on this type of provision in the next 18 months, because all too often these children end up in very serious trouble over time.

Detached youth workers

We have a broad spectrum of out of school activities for children and young people, both in centres around the borough and organised by schools. These all reinforce and build good social skills. However, we know that most of the children who are vulnerable to crime do not participate. We intend to increase the number of detached youth workers who can do direct work with children, adopting a pop-up rather than building based service that could include street based health workers.

Key Actions

Early intervention	<ul style="list-style-type: none">■ Make the Islington Family Intervention Team available to more families, especially those with teenagers with less serious problems.■ Focus the Family Support Workers in children's centres on families with more serious problems.■ Implement the new CCG funded parental mental health programme Growing Together.■ Intervene effectively to improve the mental health of the most vulnerable children.
Working with schools	<ul style="list-style-type: none">■ Strengthen the safer schools teams.
Alternative provision	<ul style="list-style-type: none">■ Establish a new team to support children on Alternative Provision by September 2015.■ Halve the number of children in Alternative Provision in the next 18 months.
Youth workers	<ul style="list-style-type: none">■ Ensure we have sufficient high quality detached youth work to respond more in areas where children are being drawn into crime.

Community Engagement

We need the wider community to be part of the solution, share responsibility, lead by example and actively make our streets and outside spaces places where people can confidently go about their daily life.

Spotting the early signs

Neighbourhood based policing, assertive parenting, and communities that confidently challenge dangerous practices can make a difference to how many children and young people are violent and participating in criminal gangs. This happens best when any early signs are spotted and spoken about. For example, if a child comes home with unexplained gifts, or a new bike that has been “swapped” for something unexplained, being challenged by their parents can often nip things in the bud. As a community we need to actively discourage the ‘naughtiness’ and ‘mischief’ that can gradually escalate to serious behavioural issues and criminal activity. And we need the community to lead by example; if a child is able to sell stolen goods and drugs to an adult, this sends a message that this is acceptable. We know that smoking cannabis is inextricably linked to organised crime. We need to send a clear message that class B drugs are not a normal part of everyday life.

Setting boundaries

Parents sometimes tell us they are worried about the early signs of antisocial behaviour, for example young teenagers drinking spirits at parties and becoming ill. We can work closely with schools and parents to give them more confidence about setting boundaries, and communities themselves can help by being open about what is safe and acceptable.

Working together

Knowing the local area well is very important and we will work with the police to make sure the different teams all talk regularly and often to take action on crime. The Safer Neighbourhood Board, ward panels, MAGPIs and voluntary groups are a real strength that we can build on to make sure we respond well to our community and also use the significant resource it can bring to the issue.

We have prosecuted shops that sell weapons to children and will continue to be vigilant and active about this. Shopkeepers could do more that would help them as well as children and young people, by asking children why they are not in school during the school day, not allowing groups of children to congregate in and around their shops, and telling the neighbourhood police about their concerns. We also prosecute for selling alcohol to children and use the police cadets to do mystery shopping to find out where this is happening.

Our local voluntary sector is a strong support for making a change, as are the faith groups who could help with messages that do not tolerate crime. We support the Ben Kinsella Trust with premises and making sure schools visit the exhibition. We encourage and back groups of concerned residents like Islington Unites who want to make a difference.

Key Actions

Responding to early signs

- Make sure children and young people have the space and time to talk about things that are worrying them.

Working with the community

- Improve the neighbourhood structures so that residents can help to make communities safe by being vigilant, reporting crime and taking part in the safer neighbourhood panels.
- Make sure good avenues for communication are open to the wider community.
- Invite more local people to take part in Restorative Justice Interventions and become community volunteers.
- Campaign with the community against knife crime.
- Help the youth Council to exercise its leadership and representation role.

Working with partners and local businesses

- Engage local businesses to be part of the fight against crime, signing up to City safe havens, not selling knives, or alcohol to children.
- Work with Arsenal Football Club – a huge presence in our community – to attract vulnerable children and young people into positive activities.



Youth Crime Strategy

Appendix A

Youth Crime Reduction Plan – What is already being done?

It is important to know what is already being done to prevent and tackle youth crime so that as well as thinking about what we might need to build on, scale up or target differently we can think about what we should stop doing or do instead.

Early Help & Family Support

Early help can mean (a) taking action at an early stage in a child's life or it can mean (b) taking action at an early stage in the development of a problem. It is about stepping in as early as possible either at the first signs of a problem or before a problem becomes apparent to prevent that problem from getting worse.

Islington is an Early Help place, and as such our main aim is to ensure appropriate provision in universal settings. The Early Help and Family Support Strategy expects all individuals and organisations working with families to sign up to a pledge that will ensure that families receive the support they need.

Throughout Islington Children's Services, only evidence based programmes are commissioned, many in partnership with Public Health. The journey to good outcomes starts in early years and we have a strong focus on the first 21 months from conception and effective parenting skills at the earliest stage

From the age of five, a child in a family who needs support, will be allocated a service from Families First, and where the family profile fits may also be allocated support from the Troubled Families Programme known as Stronger Families in Islington. 12% of Islington's population benefitted from Early help last year. Every referral, from any agency or partner (including all the police referrals) comes through our Single Point of Contact (SPOC) so that a careful assessment can be made of the family's needs. Both Families First, which is a self referral service, and the Stronger Families programme, aim to break the cycle of offending and anti-social behaviour and to embed resilient parenting skills including by making referrals to other appropriate support mechanisms available.

Activities for Young People

No young person in Islington lives more than a mile away from facilities that can keep them off their computers and off the streets.

Platform and Lift are state of the art youth hubs with cafés and free space in the north and south of the borough, designed by young people for young people. They offer facilities for things like homework, careers advice, exercise and socialising; and they also offer drop in sessions and programmes of activity ranging from dance and drama to counselling support.

In addition young people have access to 12 adventure playgrounds in the borough offering a range of fun and creative indoor and outdoor activities during term-time and in holidays. Young people are also able to access 11 leisure facilities in Islington and can receive discounted rates for a number of activities with an Islington Swim Card or Junior Izz Card. Swim Cards are free.

Islington has 10 libraries offering books, music, games and toys, under-fives and baby bounce sessions, homework clubs and reading support. They also offer study spaces which can be used by students.

Schools

Islington's primary schools are among the best in the country and all of our secondary schools are rated 'good' or 'outstanding' by Ofsted and pupils are achieving better exam results than ever before, setting them on the path towards further and higher education and job opportunities.

Overall schools provide a high level of support during the school day, and monitor absence carefully, and we are avoiding exclusions wherever possible in most of our schools. Schools have recently had their attention drawn to the report on Child Sexual Exploitation where absences after registration are a high risk factor, and are discussing how to tackle these and other issues relation to children missing education alongside other services. Chelsea's Choice a drama raising awareness about child sexual exploitation has been delivered in all secondary schools All Islington schools have behaviour policies and DfE guidance (Feb 2014) recognises that good schools encourage good behaviour through a mixture of high expectations, clear policy and an ethos which fosters discipline and mutual respect between pupils and between staff and pupils. Islington schools also use external support such as referring pupils to Chance UK's mentoring programme for 5 – 11 year olds where there are early signs of behavioural difficulties and the CAMHS service in schools funded through the Dedicated Schools Grant (DSG).

All secondary schools now have a Safer Schools Plan developed in partnership with the police and children's services.

After school clubs are also available in most schools and children are able to access music, drama, art and sport. They can also receive help with their homework or other academic and vocational extra curricular activities.

Employment Support

The Islington Employment Commission report published in November 2014 included a call to action that "all young people must get the support they need to get into a good career". In addition to the work that has begun to increase the employment options for young people there are specific recommendations to

- (a) Work with housing providers, youth organisations and voluntary groups to engage young people who are excluded from the system entirely (and therefore more likely to rely on crime for income);
- (b) Provide a tailored offer to students in Pupil Referral Units and Alternative Provision to ensure they get the opportunities that will give them the same chance as everyone else and that our best offers of support and opportunities are targeted to those who struggle to get into employment.

We also embed self-motivation and employability support in the targeted offer that already exists, for example careers guidance for children looked after and gang exit work.

In recent years the council has strategically led a number of employment programmes offering paid creative apprenticeships and internships to Islington's young people and worked in partnership with locally and nationally recognised arts organisations to deliver a wealth of services which support improved outcomes for young people.

Children's Services

Children's Social Care in Islington was rated as "good" with "outstanding features" by Ofsted in 2012 and educational attainment is higher than it has ever been. Children's services either deliver or take a strategic role in co-ordinating almost all provision for children and young people in the borough including working with schools, managing youth provision and delivering interventions with vulnerable young people including with children looked after, children in need, children in need of protection and young people involved in the criminal justice system.

Targeted Youth Service

Targeted Youth Support (TYS) works with young people aged 10 to 21 years old (12 – 21 for Youth Counselling), who require additional support to enable them to make informed choices and maintain positive pathways. The team includes specialist Substance Misuse Workers, a Youth Counselling Service and Targeted Youth Support Workers who can provide assessment, 1:1 and group work support, education, Return Home Interviews and care planning.

TYS undertake all out of court disposals in Islington and are piloting work with young people aged under 18 where they receive notifications of "No Further Action" (NFA) following involvement with the police. Visits to family homes are now carried out jointly with the police where there are 3 or more NFA's and increasing the success rate of these visits is a priority. This may mean referring the family for a service, or simply being clear about the consequences of further antisocial behaviour.

TYS teams also deliver work in local secondary schools covering issues such as substance misuse, positive and healthy relationships, keeping safe, gangs, weapons awareness and joint enterprise. Teams also work with partners such as Children's Social Care, IFIT and Families First to support the young person within the Children and Families Plan.

TYS retain a strong emphasis on community-based delivery providing support within local community settings and working with local neighbourhood services to enhance community cohesion and prevent escalation of anti-social behaviour (ASB). We deploy our youth trucks and detached teams across the borough based on intelligence and ASB reports, working with young people where they meet and congregate, encouraging them to participate in group work and connecting them into their local areas.

Youth Offending Service

The YOS inspections in 2011 and in 2014 judged the service to be “poor”. An improvement plan is in place which sets out actions to reduce re-offending; reduce first time entrants (FTE); reduce the use of custody; improve education, training and employment; improve health outcomes; strengthen safeguarding; strengthen the workforce; and strengthen leadership, management and governance. We aim to raise standards from poor to satisfactory by the next inspection in 2015, and eventually to good or better. The Youth Justice Management Board (YJMB) has been refreshed to oversee these improvements.

The Health sub-group of the YJMB has started to make improvements to address the findings of the inspection, including a revised health pathway to improve the timeliness of and access to assessment and intervention.

The number of first time entrants to the youth justice system shows good improvement and is on target to reach the lowest number recorded over the last decade. Equally, the process of triaging young people away from the youth justice system is also positive in regards to the number who do not return once the triage process had finished.

The issue for Islington is that we need to improve even faster than we have so far in order to keep up with other similar boroughs. What we know about the young people who do reoffend post triage is that a small minority of them (15%) went on to more serious crimes, while the majority did not reoffend at all. We are also building upon the restorative justice work already taking place to ensure that victims of crime, especially young victims, are given a voice.

Child Sexual Exploitation

Islington Safeguarding Children Board established a Child Sexual Exploitation (CSE) Sub group in April 2012 which produced a comprehensive strategy and action plan based on the Promotion, Prevention and Protection of children being abused through sexual exploitation. This includes targeted prevention programmes with young people at risk of involvement in peer on peer abuse and/or using violence and abuse in their relationships. We have improved our response to children who run away from home or care or are missing from education, and are alert to signs of gang involvement. As a result we have seen a significant year on year rise in the number of CSE referrals which demonstrates the progress made across the partnership in identification and response to CSE. Safer London Foundation continue to provide a CSE Advocate post to work with young people at risk of CSE, and is based within Children’s Social Care and Youth Offending Service.

18 to 24 Gangs Transition Service

The 18-24 Gangs Transitions service proactively targets and engages young adults age 18-24, who are of high risk (either to themselves or others) of perpetrating gang related violence. The service aims to reduce reoffending and gang violence by supporting young adults to exit gangs and offending lifestyles. We work with partners to offer specialist services such as Safe and Secure to enable gang members to move out of Islington if they are serious about changing their behaviour and need a fresh start to make the transition to a non-criminal lifestyle.

The service has been highlighted as good practice by the Home Office, and the Centre for Mental Health and it has particularly attracted interest for its innovative approach to mental health when working with young adults involved in gangs and serious youth violence.

Considerable improvement has been seen in the levels of offending of those managed by the 18 – 24 team. Proxy re-offending data has indicated that only 36% (14 individuals) of the tracked cohort were arrested in Islington during 2014/15 compared to 64% (25 individuals) in 2013/15. Additionally, there was a decrease in the number of offences that the cohort was arrested for with a 23% reduction in arrests in 2014/15 compared to the previous year.

The 18-24 Team also work with a number of partners to deliver specialist work e.g. the STAR project for young women who get one-to-one support in a safe space to talk about violence, abuse and relationships in the context of gangs with a view to supporting young women to develop the practical skills they need to better negotiate the risks they face on a day to day basis.

Integrated Offender Management (IOM)

Integrated offender management (IOM) is a multi-agency approach, applied to prolific and priority offenders that seeks to turn round offending behaviour and protect the public from harm. Young people aged between 10 and 17 with an ASSET score of 33+ and those aged over 18 with an Offender Group Reconviction Scale (OGRS) score of 75 or more are in scope for IOM. At present 43 of the YOS cohort and 35 of the 18 to 14 team cohort are in IOM.

Offenders are risk rated using a Red, Amber and Green system according to whether they are continuing to offend or illegally at large (red), engaging to some extent with rehabilitation (amber), or fully engaged with rehabilitation (green). The aim is to move all offenders to Green through a mixture of enforcement, sanctions and support. At present the RAG spread for young people is 36%, 42% and 21%.

In Islington we are building on the principle of gripping the whole family among all relevant partners for both early help and tackling criminal behaviour. The Stronger Families programme has been highly successful, with 97% of families turned around. Many of these families had anti-social behaviour or offending as one of their issues. The Youth Offending team were found to be good at ensuring the sentence is served when the service was inspected and now need to employ more sanctions to add to their powers.

Health

Islington residents have access to a variety of health services mainly through Whittington Health but also the council and other public sector partners. A number of the health initiatives are targeted at young people and parents.

The 'Growing Together' programme aims to provide therapeutic support to mothers and fathers and their children aged one – five years. The team is a multidisciplinary in nature, providing a range of interventions to address both parents' mental health difficulty and the way they understand and relate to their child. The service provides therapy for parents as well as parent-child interaction work. The team also provides services for professionals including consultation regarding family mental health and training.

Additionally Islington has a significant Child and Adolescent Mental Health Service (CAHMS) which is available in all secondary and primary schools in the borough. The core offer to schools has continued to be delivered in the form of CAMHS clinics located in each school: one half day clinic a fortnight in primary schools and one day a week in secondary schools. Many schools also commission additional CAHMS resources. The CAHM Service maintains close relationships with councils' services also working with young people and children such as Families First where there have been exciting joint enterprises in preventative work for mental health difficulties in schools. Overall no Islington family lacks the ability to access mental health services whether it is in schools through CAHMS or in the community through Growing Together.

Islington alongside its partners also operates the C-Card Scheme which allows young people to have free access to contraceptives reducing the prevalence of unwanted teenage pregnancies and STI/D's. Young people can also get advice and guidance about relationships from the youth hubs mentioned previously.

With regards to overall physical health there are 37 GP practices in Islington. The care and treatment that children and young people receive takes account of their special physical, psychological and social needs, and is provided in partnership with parents or guardians in a safe and child-friendly environment. All disabilities are provided for by general practice. All practitioners looking after children and young people in the service are regularly involved and are appropriately skilled and qualified in the care and treatment they are providing to them.

Voluntary and Community Sector

In addition to arts, for which Islington is famous, the borough has an abundance of voluntary organisations working with a diverse range of people from many different backgrounds offering advice, guidance, sport and other activities which young people can get involved in. For instance the Islington Boxing Club provides recreational and competitive boxing training to young people. There are also organisations working with specific ethnic groups such as African-Caribbean, Cypriot and Somali people, as well as specific lesbian, gay, bisexual and trans (LGBT) and Disabled communities. All in all the community based opportunities are many and varied and includes a number of community centres which the council funds

Intelligence Gathering and Sharing

The council and its partners have robust information sharing processes in place. We will continue the focus on high quality assessments informed by all the available intelligence where young people are managed by the YOS or 18 to 24 gangs transition team, and continually review and respond to changes in the young person's circumstances be they positive or negative, in order to inform the support we offer. We will also further align our gang risk stratification process with the Met Police Gang Matrix in order to better understand where our young people and groups are ranked compared to the rest of London.

Policy and Performance – Licensing Update

October 2015

This update covers the implementation of

- the Licensing Policy 2013-2017
- the Late Night Levy

Licensing Policy – Background

In February 2013 the Council adopted a new Licensing Policy for Islington. The policy introduced two significant changes:

- designating cumulative impact areas where the presumption would be to refuse licence applications unless the applicant could demonstrate that the application would not undermine the licensing objectives
- introducing framework closing times

The new policy built on the partnership work between the Police, Licenced Trade and Local Authority over the previous years and many of the principles contained in the police lead ‘Reclaim the Night’ strategy were adapted for inclusion in the policy.

Licensing Policy Objectives

The objectives of the Licensing Policy are to:

- Carefully manage the number of late night premises supplying alcohol, imposing restrictions where appropriate
- Encourage and support businesses that are unlikely to add to the cumulative impact in terms of crime, disorder and public nuisance
- Continue to promote high standards of management

Profile of Licenced Premises 2010-2015

The chart below shows how the profile of licenced premises has changed over the last 5 years:

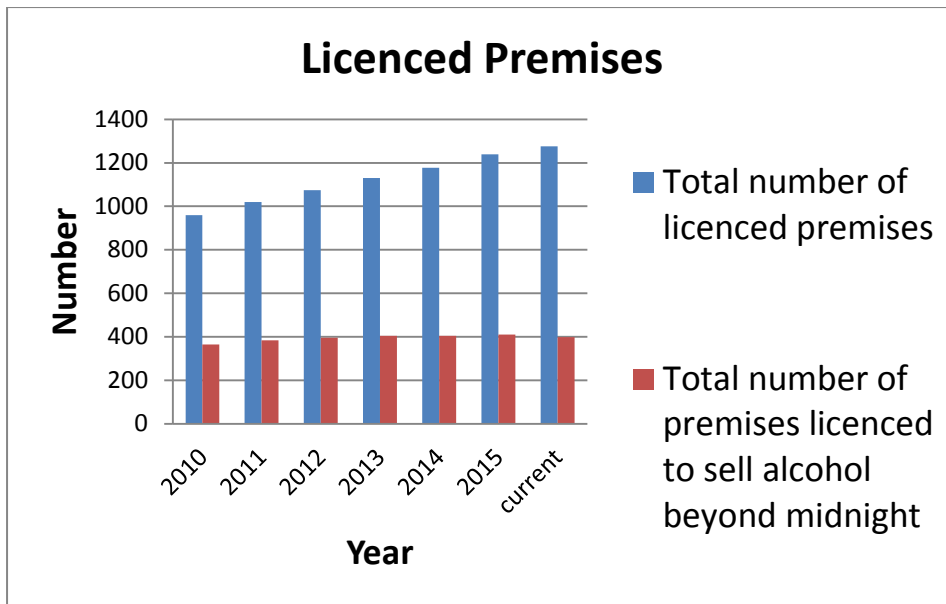


Chart 1- Licenced Premises 2010-2015

Chart 1 shows that

- There has been gradual increase in the number of licenced premise since 2010
- The number of applications continued to rise after the introduction of the Licensing Policy in 2013
- Over 5.5 years there has been a 38% increase in the number of licenced premises
- The number of premises supplying alcohol after midnight peaked in Jan 2015 and has now reduced due to robust enforcement and decisions on review and appeal over the last 6-12 months

Although not shown on this graph the number of late night shops and takeaways has remained static since 2013

Licensing applications received and granted

The chart below shows the data on applications received and granted over the last 5.5 years.

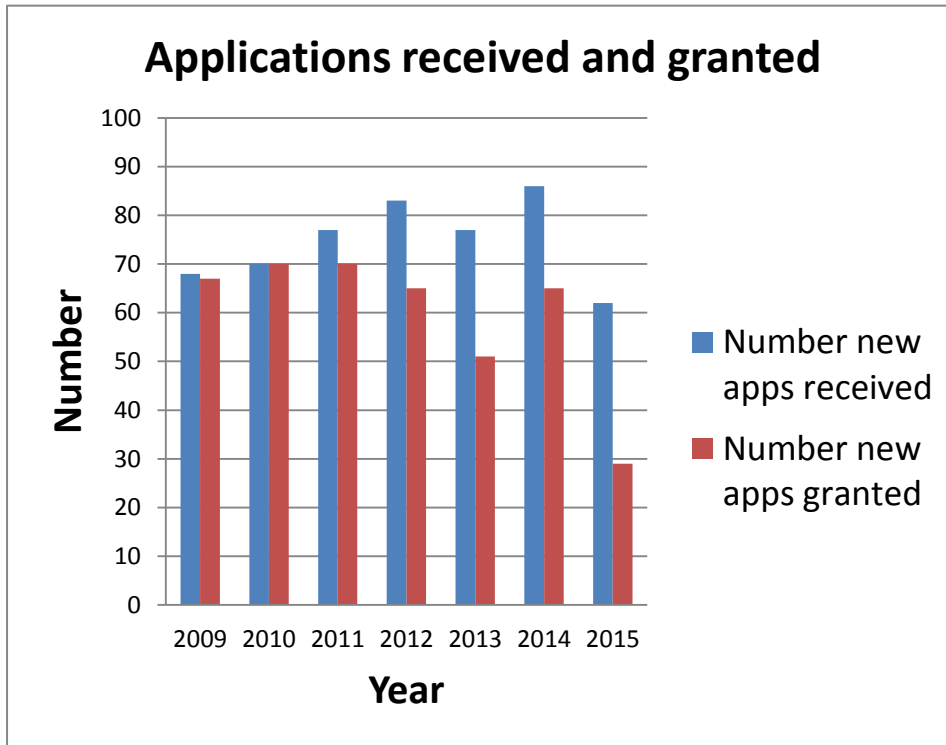


Chart 2 – Licence application received and granted

Chart 2 shows that:

- In 2009 and 2010 most application were granted, often with additional conditions
- From 2011- 2015 there has been a significant difference between the number of application received and granted
- Although there was slight reduction in the number of applications in 2013, which may be attributed to the introduction of the new policy, this trend did not continue through to 2014 and the number of applications received in 2015 is likely to exceed 2014.

Late Night Alcohol Applications

Late night applications and approvals have gradually declined since 2010 but the speed of change accelerated with the new Licensing Policy in 2013, despite the increasing number of applications received.

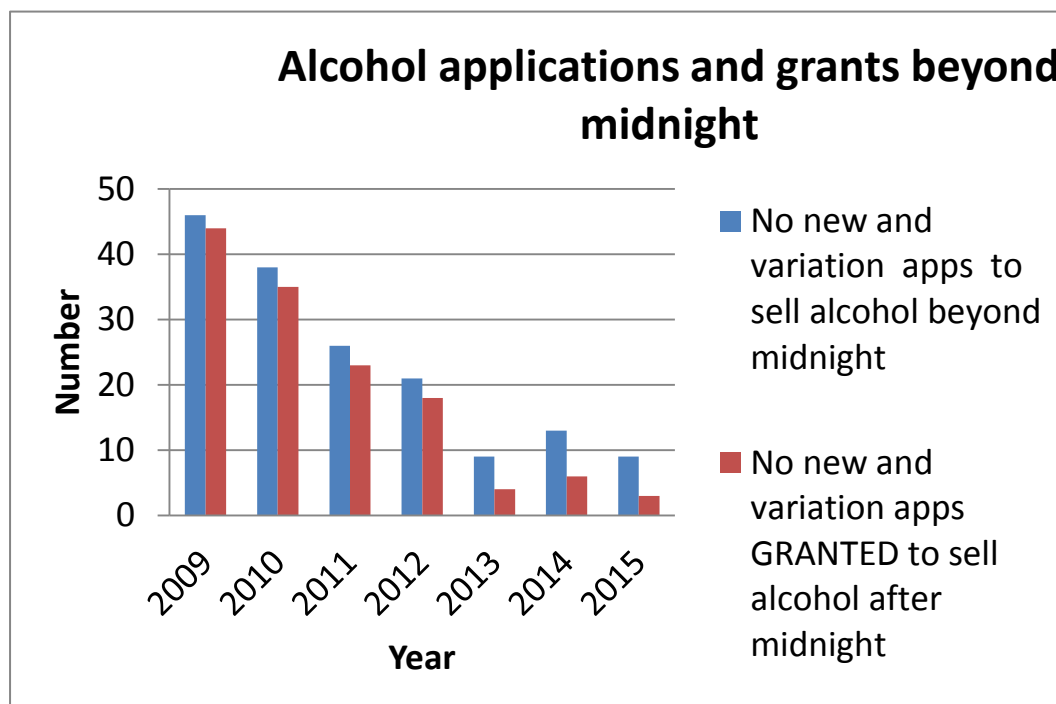


Chart 3 – Late Night Alcohol applications submitted and granted

Chart 3 shows that:

- The number of late night applications for the sale of alcohol has reduced since 2009
- There was a significant reduction in late night alcohol licences in 2013 which coincided with the introduction of the new Licensing Policy
- Since 2013 there has been a significant difference between the number of applications submitted and granted

High Standards of Management

We use a staged approach to dealing with problems premises:

1. Verbal or written warning issued to the licence holder
2. Licence holder invited to attend an Officer Panel to agree and action plan for improvement

3. Application to Review a Premises Licence

Since January 2013 we have dealt with 39 review applications resulting in

20 revocations

10 premises licences amended (reduced hours/additional conditions)

6 licences suspended for up to 3month

1 licence surrendered

Appeals

Anyone who is aggrieved by the Licensing Authorities decision has the ability to appeal the decision in the Magistrates Court. Since January 2013, 22 appeals have been lodged against the Licensing Authority's decisions with respect to new, variation and review applications. Of the 22 appeals:

15 appeals have heard in court

2 upheld – licence granted

11 dismissed – 9 revocations, 2 refusals

2 granted with additional conditions/reduced hours

7 appeals settled outside court

2 withdrawn

5 settled additional conditions/reduced hours.

The Licensing Authority has have been satisfied by all but one Magistrates Court decision and this decision was appealed by way of a Judicial but before the case could be considered in the High Court the premises changed hands and the new licence holder adopted the original decision made by the Licensing Committee.

Conclusion

The above data indicates that

- the Licensing Policy objectives have been implemented
- although there has been an expansion of the licenced sector there has been no corresponding growth in the late night economy

- applicants who have considered the policy and ensured that their operating schedules are consistent with the policy have been successful in obtaining a premises licence
- High level engagement between applicants, Local Authority and Police at pre application, application and Licensing Committee stages have contributed to implementation of the policy.

Late Night Levy

Background

The Late Night Levy, which came into effect in Islington in November 2014, is paid by licence holders that sell alcohol after midnight and income raised by the levy has to be used to fund activities that will benefit the late night economy.

There are currently 370 premises paying the levy and our expected income this year is £375K.

From the very outset our intension has been to use the levy to fund additional uniformed night time patrols and this has been achieved through funding:

- a dedicated police sergeant to act as a Night Time Economy Coordinator
- a dedicated police constable to lead on operational night time activities, including visits and day time follow up
- Parkguard to provide a 4 person street based patrol service Thursdays to Sundays

All these activities contribute to the Islington Police lead Operation Nightsafe

Governance is provided by the Late Night Levy Board, comprising LA, Police and Levy payer representatives. The Board meets 4 times per year and is chaired jointly by the Police Borough Commander and LBI Chair of Licensing.

Operation Nightsafe – Police

Funding a Night Time Economy Coordinator has resulted in

- Additional police resources being deployed onto the streets at night
- Improved targeting of night time resources
- Capacity building through comprehensive pre deployment briefings and enhanced support for problem solving

- Optimising the best use of police and Parkguard resources at night through the development of operational protocols

Operation Nightsafe- Parkguard

The role of Parkguard Nightsafe team is to:

- Provide a high visibility street patrolling service
- Respond to late Night Levy payers requests for assistance (via a dedicated mobile number)
- Support existing night time services, in particular LBI Antisocial Behaviour Team and the Police

As well as providing a street based presence the team has filled 2 significant gaps in the services provided at night:

- Helping vulnerable people
- Early intervention

Engagement with vulnerable people (mostly as a result of alcohol consumption) has ranged from welfare checks, to calling for taxis, providing temporary safe haven to first aid. One officer per shift is trained in first aid to 'first on the scene level' and their skills have been utilised on many occasions to assist a casualty until the ambulance service arrives.

The team provides an early intervention style of approach as they have the ability to deal with low level or potential problems before they escalate to such an extent that the emergency services assistance is required. They do this through engagement with people on the street, supporting door staff dealing with difficult customers and providing a rapid response to licence holder requests for assistance.

Parkguard Achievements:

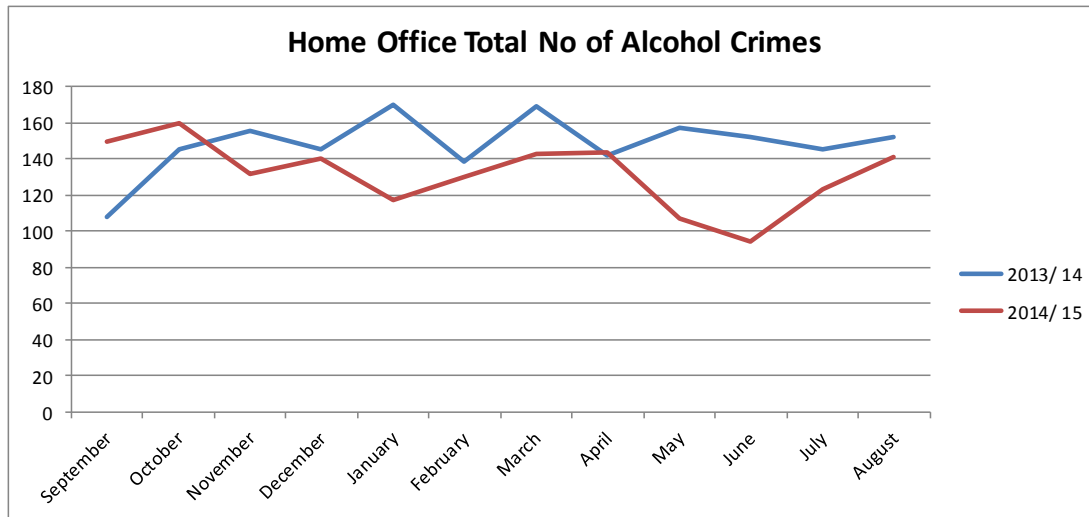
An evaluation of the first year of operation is due to take place during December 2015 however, the quarterly returns for Parkguard for April to June 2015 showed that the team conducted 1465 visits and 834 actions that included:

- 111 incidents related to violence and disorder
- 554 incidents related to nuisance
- 144 members public requiring assistance

- 77 welfare checks
- 46 medical support
- 61 crime prevention advice
- 24 patrol generated arrests

Alcohol Crime Statistics

Chart 4 below shows the total number of crimes in Islington categorised by the Home Office as alcohol crime from September 2013 to August 2015.



Source: Islington Alcohol Crime Profile Sept 2014 to Aug 2015, LBI Community Safety Unit

The total for September 2013 to August 2013 was 1,780. The total for September 2014 to August 2015 was 1,581. Therefore, there was an overall reduction in alcohol crime of 11% during September 2014 to August 2015 compared to the same period twelve months ago.

Chart 4 shows

- Since October 2014 alcohol crime levels have consistently been below the previous year's monthly figures
- The usual seasonal peak in December/January alcohol crime levels that the borough usually experiences did not occur in 2014
- Reduction in alcohol crime during 2014/5 coincided with the full deployment LNL funded patrols, which commenced on 4 December 2014.

Appendix

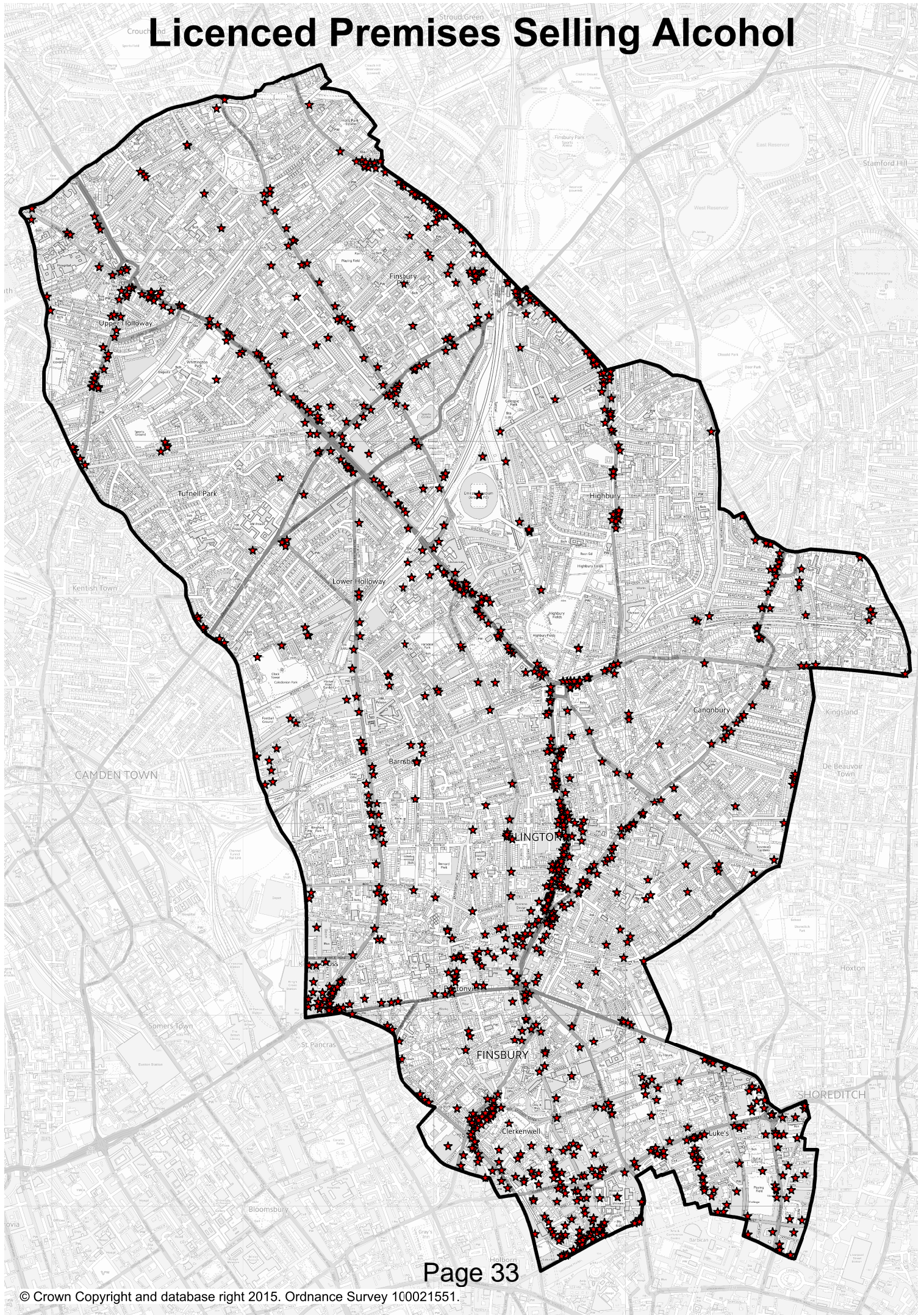
Map showing distribution of premises licenced for the sale of alcohol Oct 2015

Janice Gibbons

Service Manager (Commercial)

Janice.gibbons@islington.gov.uk

Licenced Premises Selling Alcohol



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