



**Resources Department  
Town Hall, Upper Street, London, N1 2UD**

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## **AGENDA FOR THE LICENSING COMMITTEE**

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A meeting of the Licensing Committee will be held in Committee Room 4, Town Hall, Upper Street, N1 2UD on, **12 March 2024 at 6.30 pm.**

Enquiries to : Jackie Tunstall  
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Despatched : 4 March 2024

### Membership

### Substitute Members

Councillor Angelo Weekes (Chair)  
Councillor Valerie Bossman-Quarshie  
Councillor Ilkay Cinko-Oner  
Councillor Joseph Croft  
Councillor Phil Graham  
Councillor Bashir Ibrahim  
Councillor Clare Jeapes  
Councillor Ernestas Jegorovas-Armstrong  
Councillor Ben Mackmurdie  
Councillor Praful Nargund  
Councillor Matt Nathan  
Councillor Asima Shaikh  
Councillor Marian Spall  
Councillor Heather Staff  
Councillor Nick Wayne

**Quorum: is 4 Councillors**

**A. Formal Matters** **Page**

1. Apologies for Absence
2. 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.

3. Minutes of previous meeting 1 - 4

**B. Items for Decision** **Page**

1. Licensing Update 5 - 94
  - a) Late Night Levy Pages 11-52
  - b) Cultural Strategy and Action Plan Pages 53-88
  - c) Planning and Licensing Regime Pages 89-94

**C. Urgent non-exempt items**

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

**D. Exclusion of press and public**

To consider whether, in view of the nature of the remaining items on the agenda, any of them are likely to involve the disclosure of exempt or confidential information within the terms of Schedule 12A of the Local Government Act 1972 and, if so, whether to exclude the press and public during discussion thereof.

**E. Urgent Exempt Items (if any)**

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

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# Agenda Item 3

London Borough of Islington

## Licensing Committee - 5 December 2023

Minutes of the meeting of the Licensing Committee held at Committee Room 4, Town Hall, Upper Street, N1 2UD on 5 December 2023 at 6.30 pm.

**Present:**           **Councillors:**       Weekes (Chair), Bossman-Quarshie, Cinko-Oner, Croft, Graham, Ibrahim, Jeapes, Jegorovas-Armstrong, Staff and Wayne

### Councillor Angelo Weekes in the Chair

**15**       **APOLOGIES FOR ABSENCE (Item 1)**

Apologies for absence were received from Councillor Marian Spall, Asima Shaikh and Ben Mackmurdie.

**16**       **DECLARATIONS OF INTEREST (Item 2)**

Councillor Ibrahim stated that he had a personal interest in Item B1 as he worked as an advisor to the Mayor of London.

**17**       **MINUTES OF PREVIOUS MEETING (Item 3)**

**RESOLVED:**

That the minutes of the meeting held on the 16 May 2023 be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

**18**       **ROLE AND MISSION OF THE MAYOR OF LONDON'S NIGHT CZAR (Item 1)**

The Chair welcomed Amy Lame, who was appointed as London's first Night Czar in 2016.

Amy Lame gave a presentation at the meeting and the following points were highlighted:-

- There were enormous challenges for night-time businesses since Covid and the economy had not yet recovered.
- London had a cross cutting approach/ holistic approach to their night-time economy which included planning transport and economic development.
- Boroughs were asked to consider 24 hour licences and include consideration in their licensing policy.
- There had been an in-depth data study using ONS, NHS and TFL data and it had been found that only 4.3% crimes at night were alcohol related offences. Previous policies had lacked data.
- The Night Czar spent time at night surgeries in Boroughs gaining first-hand knowledge and collaborating with Boroughs. Lighting at night was a popular discussion point.
- Bars, pubs and takeaways were just one part of the night-time economy and working people were at the heart of the cities at night whilst there were licensing inequalities at night. A 24-hour economy was more encompassing.
- Workers were expecting more flexible working patterns after Covid.
- There was a need to make better use of under used space. Shops may shut early but could sign up to late shopping evenings.

## Licensing Committee - 5 December 2023

- Transport provision at night and safety at night needed to be taken into consideration. There was a Women's Night Safety Charter to help women feel confident and welcome at night.
- Night-time strategies were developed to help London authorities to plan for the night to help identify the strengths in each local area.
- Helping boroughs to boost the high street after 6pm at night with night-time enterprise zones.
- Business friendly licensing was used for different projects in different Boroughs.

The following points were highlighted in discussion:-

- Concern was raised regarding the protection of space for businesses, particularly the change of use from commercial properties into residential properties. This concern would be fed back to the Mayor of London.
- Concerns were raised regarding low paid staff working at night. It was noted that unfair employment practices occurred during the day as well as night and there was a need to make work better for all people.
- The late-night levy was used in Islington to fund Women's Night Safety Charter. The Night Czar considered that this was an extra tax for opening up after midnight.
- It would be helpful for schemes to work across the boundaries of Boroughs e.g Islington/Haringey/Hackney and could help smaller businesses. The task would be to find collaborative boroughs.
- The lack of live music venues in the Borough was a concern. The Night Czar suggested that council unused assets could be considered as a space for music. Councils could partner with the Music Venues Trust who were dedicated to helping preserve live music. Councils could become more pro-active, so the live music came to those venues and the Borough.
- The Night Czar reported that even where crime is committed during the day it did not mean that premises were restricted or shut down. The Committee expressed concern regarding how the crime statistics measured at night. In Islington, crime peaked between midnight and 3am and it was necessary to make spaces as safe as possible.
- It was noted that money was spent in tackling violence against women and girls. The Council was investing in prevention; multi-agency risk assessment meetings were held on a monthly basis and work was carried out in schools.
- There was a balance that needed to be struck between protections for residents and businesses. It was also noted that residents had protections through planning, environmental health and licensing enforcement when issues did arise.

### **RESOLVED**

That the presentation be noted.

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### **DISCUSSION WITH LICENSING POLICE TEAM - KEY HEADLINES OF THE AUTUMN (Item 2)**

Neil Fraser from the licensing police team advised the Committee about the work that was carried out in the team.

The following points were raised during the discussion:-

- Phone snatches were investigated; they were deemed as serious crime and would be pursued. There had been convictions.
- The police team needed to have a safe night-time economy. The police would ask for conditions to be added to the licence to mitigate risk.

## Licensing Committee - 5 December 2023

- Over 690 applications for licences had been received this year. Over 1000 applications for temporary event notices had been received but only 9 objected to. The team would only object where there was a need.
- Licensing panels were arranged at an early intervention stage. Licensees would be invited for an informal discussion when the team had any issues with premises. This intervention was extremely successful and most of the time negated the need for further enforcement. Sixteen of these panels had been held this year. Where there were instances of serious crime a premises application would be made for a summary review, but this happened only rarely.
- The police and licensing teams worked on Friday and Saturday evenings visiting licensed premises. They would do spot checks regarding conditions, Ask Angela, drink spiking at venues and this also built a positive relationship with the venues and helped to solve potential problem areas.
- The later hours that premises were open, the higher the risk and licensed premises could also be targeted by criminals.
- The late-night levy allowed for a task force to target crime hotspots and also helped potential crime victims with crime prevention messaging eg drink spiking. This had been very successful.
- 76 venues had signed up to the Women's Night Safety Charter.
- The police and licensing team were considered to be proactive and worked well with venues to ensure they were safe.
- It was helpful that the police approach was proportionate and made on evidence which allowed the right balance to be struck between businesses and concerns.
- The late-night levy was essential for Operation Nightsafe who dealt with low level anti-social behaviour and giving practical advice. They were a visible presence around venues and helped people get home safely.
- Further details around how the levy was used could be given at the next Licensing Committee.
- There was a need to communicate to residents the positive stories about Islington's nightlife and this was currently work in progress. The Night Czar stated that she could help with supporting positive news stories.
- The Met police had rolled out Operation Rana which encouraged victims to watch out for signs of drink spiking and to look after friends and personal belongings. Detection rates were low.
- The number of patrols at licensed premises were doubled for key nights which was particularly important in the run up to Christmas.
- It was agreed that the winter night strategy be shared with Councillor Ibrahim.

### **RESOLVED**

- a) That the late-night levy and how it is used be an agenda item for the next Licensing Committee.
- b) That the winter night strategy be shared to Councillor Ibrahim.

### **20 OTHER LICENSING RELATED ISSUES (Item 3)**

None.

### **21 CHANGE TO LICENSING SUB COMMITTEE A MEMBERSHIP (Item 4)**

It was noted that Councillor Valerie Bossman-Quarshie had stood down from Licensing Sub Committee A which would take effect from the end of December 2023.

### **RESOLVED**

## **Licensing Committee - 5 December 2023**

Councillor Ben Mackmurdie be appointed to Licensing Sub Committee A with effect from 1 January 2024 until the end of the municipal year 2024 or until a successor is appointed.

The meeting ended at 8.20 pm

**CHAIR**



Homes and Neighbourhoods  
Community Safety Security and Resilience

Report of: Corporate Director of Homes and Neighbourhoods

Meeting of: Licensing Committee

Date: 12 March 2024

Ward(s): All

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## Subject: Licensing Update

### 1. Synopsis

1.1. This report updates the Licensing Committee on three key issues relating to Licensing:

- Late Night Levy Annual Report for 2022-23 (Appendix A).
- Draft Cultural Strategy (Appendix B)
- Guidance for Licensing Committees on Planning and Licensing (Appendix C)

### 2. Recommendations

2.1. To note

- Late Night Levy Annual Report for 2022-23 (Appendix A)
- Draft Imagine Islington Culture Strategy and action plan (Appendix B1 and B2)
- Guidance for Licensing Committees on Planning and Licensing (Appendix C)

### 3. Background

#### **Late Night Levy Annual Report 2022-23**

3.1. Islington Council adopted the Late Night Levy on 1<sup>st</sup> November 2014 and from that date any licence holder permitted sell alcohol after midnight was required to pay the

levy. All income raised by the levy must fund activities that benefit the night time economy.

3.2. In Islington, the Late Night Levy income funds

- Operation Nightsafe – delivered by Parkguard Patrol Service
- The deployment of both a rapid response and intelligence lead policing capability at night and daytime follow up action.

3.3. The Levy Year runs from 1 November to 31 October.

3.4. The annual report explains in more detail the activities funded by the levy, the achievements in 2022/23 and summary of levy income and expenditure. (see appendix A)

### **Draft Cultural Strategy**

3.5. In 2023 the Employment Skills and Culture Division undertook an extensive consultation to help develop a Cultural Strategy for Islington. The draft strategy is attached as Appendix B

### **Licensing Committee Guidance on Planning and Licensing**

3.6. Planning and Licensing are two separate regimes used by the council to achieve strategic aims and perform statutory duties as a Licensing Authority and Planning Authority. This siloed approach to decision making can create difficulties at local authority level, where a joined-up approach to decision making is the preferred approach.

3.7. At the last Licensing Committee members requested written best practice guidance to assist members when making decisions about a licence application that does not appear to be aligned with planning permission.

## **4. Implications**

### **Financial Implications - Late Night Levy Annual Report**

4.1. All premises licence holders permitted to sell alcohol beyond midnight are required to pay the Late Night Levy. The amount payable is determined by the rateable value of the premises and is set nationally. All income raised by the levy must be spent on activities that benefit the nighttime economy. There are no financial pressures or benefits arising for Homes and Neighbourhoods from the operation and management of the Late Night Levy. The scheme will be financially net neutral.

4.1.1. The levy funds:

- the Islington Patrol Service to deliver Operation Night Safe
- Two police officers
- Operation Leuctra

4.1.2. There is currently a surplus in the Late Night Levy budget.

4.1.3. Any accumulated surplus is carried forward by the Council to be used in full in future years. There is strict governance for the Levy reserves, with Islington Council holding the money, but a split in ownership with the Metropolitan Police (70%:30% respectively with the Council). Plans are currently being developed with stakeholders to ensure these reserves are brought down and the money is fully utilised in the medium-term.

4.1.4.

	22/23 (actuals)	23/24 (forecast)
Brought Forward	£975,575	£1,044,646
Expenditure	(£401,481)	(£453,000)
Income	£459,551	£511,514
Carried Forward	£1,044,646	£1,103,160

Note: The accumulated surplus are partly higher than it would normally be due to increases in rateable values and the impact of Covid.

There are no financial implications for Homes and Neighbourhoods in relation to the draft Cultural Strategy and the Licensing Committee Guidance on Planning and Licensing.

### **Legal Implications**

4.1.5. The Late Night Levy is a power, conferred on licensing authorities by provision in Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011.

4.1.6. The council adopted the levy in 2014 which means that it can charge a levy to persons who are licensed to sell alcohol after midnight.

4.1.7. The levy income is shared by the council and police and should be used to fund policing and other activities designed to improve safety in the night time economy.

4.1.8. There are no legal implications in relation to the draft Cultural Strategy and the Licensing Committee Guidance on Planning and Licensing

## **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030**

- 4.1.9. An environmental impact scoping exercise has been carried when the service was created in 2014 identified that the Late Night Levy impacts positively on the environment, particularly minimising noise and nuisance.
- 4.1.10. The 2023 Patrol Service Contract with Parkguard includes measures that the contactor will implement to achieve net zero carbon.

### **4.2. Equalities Impact Assessment**

- 4.2.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- 4.2.2. An Equalities Impact Assessment is not required in relation to this report, because:
- The Resident Impact Screening Assessment, completed on 13 February 2014, indicated no negative equality impacts arising from the adoption of the Late Night Levy and there has been no change to the service since it was set up in 2014.
  - The Equalities Impact Assessment for the Imagine Islington Culture Strategy will be reviewed and updated by Community Wealth Building as part of the governance process for adopting the final version of the Strategy.
  - The Licensing Committee Guidance on Planning and Licensing explains existing best practice on reconciling legal processes for planning and licensing.

## **5. Conclusion and reasons for recommendations**

- 5.1. This report updates Licensing Committee on three issues relating to Licensing.

### **Appendices:**

Appendix B Draft Imagine Islington Culture Strategy and action plan

Appendix C Guidance for Licensing Committees on Planning and Licensing

**Background papers:**

None

**Final report clearance:**

Authorised by:

Besserat Atsebaha

**Director of Community Safety, Security and Resilience**

Date: 7 March 2024

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# Late Night Levy Annual Report

**Levy Year: 1 November 2022 to 31 October 2023**

## **BACKGROUND**

1. Islington Council adopted the Late Night Levy on 1<sup>st</sup> November 2014 and from that date any licence holder permitted sell alcohol after midnight is required to pay the levy. All income raised by the levy must fund activities that benefit the late night economy.
2. By law the council is required to give 70% of the income raised by the levy to the Metropolitan Police with remaining 30% retained by the council to fund activities that benefit the night time economy. In Islington, the Council, Metropolitan Police and MOPAC have agreed to pool levy income to fund Operation Nightsafe.

## **OPERATION NIGHT SAFE**

3. The aim of Operation Night Safe is to support and promote the late night economy in Islington by:
  - providing a safe, welcoming night time environment for residents, workers and visitors
  - reducing late night alcohol related crime, disorder, antisocial behaviour and nuisance
  - minimising negative impacts on local residents
4. Operation Nightsafe funds three distinct, but complementary, elements:
  - The provision of two dedicated police officers to coordinate night time economy policing, using information and intelligence, and to carryout follow up support and enforcement activities
  - Funding 2 dedicated police officers to police the Night Time Economy every Friday and Saturday night, this is called as Operation Leuctra
  - The provision of a high visibility street based patrol service, operated by Parkguard Ltd, 4 nights per week with the capacity to provide assistance

to licenced premises and members of the public in need.

## **POLICE ACTIVITIES**

### 5. The Late Night Levy funds:

- a dedicated police sergeant to act as a Night Time Economy Coordinator
- a dedicated police constable to work on operational night time activities, and lead on day time follow up and engagement activities

6. Night time policing is carried out by officers drawn from neighbourhood, emergency and special police constabulary teams. The Night Time Economy Coordinator is responsible for collating intelligence and using this information task and brief officers prior to deployment ensuring that resources target hotspot areas, problem-solving activities and call response. The police utilise various tactics including high visibility pulse patrolling, visiting licenced premises, using of passive drugs dog, taxi-touting operations and CCTV targeted patrols. Funding the Night Time Economy Manager has enabled capacity building resulting in improved consistency and effectiveness of policing the night-time economy particularly in relation to investigation, linking in with CID and reporting issues of concern for day time follow up by Police Licensing Officers.

### 7. During the day the dedicated police officers focus on:

- reviewing crime reports connected to late night licenced premises and taking appropriate follow up action
- working with licenced premises to promote and share best practice
- dealing with problematic premises using a range of tools from action planning to reviews
- preparing and delivering briefings for Operation Leuctra
- briefing and training staff working in late night venues or matters that can reduce crime and improve safety in the night time economy such as 'Ask



Angela', Welfare & Vulnerability Engagement (WAVE) and preventing drink spiking

### **OPERATION LEUCTRA**

8. This new initiative, that started in early 2022, is co-ordinated by Islington Police Licensing team.
9. The aim is to reduce violence, robbery and drug offences in the NTE areas identified as having the highest crime rates brings together uniformed Police Officers, plain clothes officers, Operation Nightsafe team, Local authority officers and venue security staff.
10. Officers are deployed to these known hotspot areas each Friday and Saturday night. The Police Licensing team hold a street briefing every Saturday night at various points across the borough. Venue management and security are invited to attend along with Police officers and Operation Nightsafe officers to share information and discuss current crime trends. This has proved to be an excellent method of promoting partnership working and creating a 'one team' approach to tackling crime and disorder.
11. The Late Night Levy has providing match funding to cover the cost of two police officers working Fridays and Saturdays since April 2022. The police fund the additional 2-5 police officers deployed each weekend or Operation Lecutra.
12. Appendix 1 provides a summary of police activities in 2022/23

### **OPERATION NIGHTSAFE PATROL TEAM**

13. The Late Night Levy funds the Nightsafe Patrol Team, a four person, police accredited, street based tasking team provided by Parkguard Ltd. The team operates four nights per week, usually Thursdays to Sundays and covers the whole borough with locations of work being determined on a nightly basis by intelligence lead tasking, call response and police lead briefings. The Nightsafe Patrol provides:

- a rapid response to requests for assistance from licence holders paying the late night levy
- an early intervention style of approach to minimise demands on the emergency services
- medical and police support where needed
- assistance to members of the public in need
- enforcement action against offenders
- high visibility patrols

14. The service is unique in that it has filled significant gaps in the management of the night time economy in Islington. The dedicated street based patrol team, resourced by 4 regular officers, provides an early intervention style approach by responding to low level, potential or emerging problems. By engaging with people on the street, supporting door staff dealing with difficult customers and providing a rapid response to licence holder requests for assistance the Nightsafe Patrol Officers interventions invariably prevent escalation requiring emergency services support.

15. Another gap filled by Nightsafe Patrol officers is their ability to help vulnerable people, many of whom are temporarily vulnerable due to the effects of alcohol. Typical activities have included providing welfare checks and personal safety advice, calling taxis, providing a temporary safe haven, first aid or medical assistance. 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.

16. The Operation Nightsafe Annual Report is in Appendix 2

### **NIGHT TIME ECONOMY CRIME DATA**

17. Crime Data is attached as Appendix 3

### **FINANCIAL INFORMATION**

18. The Financial Report is attached as Appendix 4

# **Islington Late Night Levy**

## **Police Licensing team summary**

### **2023**

#### **Police Licensing Team**

Remains at 1 Sergeant and 4 Constables. 2 of these posts are funded by the LNL.

7 days a week coverage. 1 Licensing officer works a night shift each Friday and Saturday to cover the NTE and to coordinate resources including Op Leuctra officers and the Op Nightsafe team.

#### **NTE resources**

Operation Leuctra is the NTE Policing plan for Islington. This operation is led by the Police Licensing team and is joint funded by LBI and Police.

The operation sees officers deployed on a Friday and Saturday night from 10pm to 6am. The officers are tasked with patrolling the crime and ASB hotspots within the NTE.

The Operation Leuctra officers work closely with the Nightsafe team.

A street briefing is held every Saturday night with locations changing to allow nearby venues the opportunity to attend on a regular basis. The briefing, led by the Licensing Team is delivered to venue management, Police resources and Nightsafe resources. This is a really useful way to bring key partners together for a short information sharing exercise ahead of a busy Saturday night.

The role of the Licensing Officer over the weekend NTE period is to conduct visits to licensed premises to ensure compliance with conditions. These regular visits ensure venues are operating responsibly to reduce risk of crime and disorder. Officer is on hand to provide advice when incidents do occur and collect evidence so that we can work with venues to prevent reoccurrences. Engagement is always our first step before enforcement.

#### **Visits to licenced premises**

1488 (Licensing Team Officers)

### **Licensing applications dealt with by Police**

Upon receipt of applications, the police team regularly lodge representations, requesting that the applicant accept additional conditions designed to promote the licensing objectives. When Police and applicants are unable to reach an agreement on these conditions, Police attend committee hearings to ensure these conditions are imposed.

698 applications dealt with over the 12 month period

Police agree additional conditions on an average of 12 applications PM

### **Reported Crimes in licensed premises**

Data to be provided by Matt Bunce, LBI.

Police Licensing team have reviewed 3501 crimes

### **Recent work by the team**

#### **- Operation Leuctra**

As outlined above, Op Leuctra is the Policing plan for the Islington NTE which is organised and led by the Licensing team. This op brings partners together from LBI, Police, Op Nightsafe along with Police teams from other boroughs. The operation runs every Friday and Saturday night. Op Leuctra summary provided in additional document.

#### **- Joint operation with SIA**

Friday 11<sup>th</sup> August. Licensing team worked with enforcement officers from SIA and LBI Licensing officers. Visits to licensed venues that employ door supervisors. Checks to ensure that the door supervisors are correctly licensed and working as expected by the SIA.

18 venues were checked. Out of all the visits completed, two had staff incorrectly displaying badges that were borrowed or expired. Both males were sent home and SIA will follow up with action

#### **- Club Bonbon appeal. Decision defended**

In June 22, Police applied to Islington Local Authority for a review of the premises license at Club Bonbon. The review was called owing to a continued failing by the management of the venue to uphold the licensing objectives. Despite numerous attempts by Police to engage, the venue continued to fail to operate to the required standard.

Having reviewed the evidence presented, the licensing committee directed that the licence be revoked owing to the continued breaches and failures.

The venue appealed this decision. Police submitted further evidence to the council in support of the decision.

On 25<sup>th</sup> April 23, the appeal was heard at Highbury Corner Magistrates Court. The court dismissed the appeal resulting in the permanent revocation of the licence at Club Bonbon.

#### - Higher risk events managed

The Licensing Team have played a key role in planning for and managing high risk events throughout the year. These events include New Year's Eve, Notting Hill Carnival, Arctic Monkeys Concert and Oktoberfest.

#### Drink Spiking

<https://www.met.police.uk/police-forces/metropolitan-police/areas/campaigns/2022/spiking/>

Op Rana is the Mets plan to reduce drink spiking offences. In Islington we are currently working with our venues to distribute crime prevention / awareness material to venues. We have engaged with all venues where there have been drink spiking allegations and are now targeting all late night venues on the borough that may be vulnerable to such crimes. See attached image of the mirror stickers with QR code. Venues provided with information and advice on preventing offences and dealing with allegations.

119 venues now have the material as of December 2023



### Wave training

<https://www.safersounds.org.uk/wave>

Wave (Welfare and Vulnerability Engagement) training delivered by Islington Police Licensing team.

The training focuses on preventing harm to vulnerable women within the NTE, Ask for Angela and Drink spiking.

Training material and crime prevention material provided to attendees.



422 public facing venue staff trained as of December 2023

### Best practice scheme and Licensing SAVI

The Police team are working with colleagues from the Council Licensing team to encourage venues to sign up to Islington's Best Practice Scheme. This scheme provides a standard for venues to meet in order to be awarded best practice status.

Licensing SAVI is an external scheme which operates nationally. L SAVI complements the local scheme and venues may wish to consider joining both schemes to ensure they are operating to the highest and safest of standards.

### **Women's Night Safety Charter**

<https://www.london.gov.uk/programmes-strategies/arts-and-culture/24-hour-london/womens-night-safety-charter>

The Women's Night Safety Charter was launched by Islington Council in partnership with Islington Police on 29<sup>th</sup> November 2019. The charter was intentionally launched to tie in with the Christmas party safety campaigns, aimed at reducing the risk of harm during a period where the NTE significantly increases. The WSC is a hugely important campaign aimed at safeguarding women within the NTE. Targeting both NTE users and venue staff to raise awareness of issues and put in place tools to allow women to quickly highlight concerns. We have encouraged venues to regularly refresh training so staff are constantly aware and actively looking for situations where an intervention should be made.

Since the initial campaign was launched, we have found that licensed venues across the borough have been receptive and keen to work with us to protect women from harm. The training is regularly refreshed.

Additional in person training has been provided at Islington Town Hall. Again this training was aimed at refreshing the knowledge originally provided and reaching out to new staff. This training was provided to 65 venues over the 2 days.

The Police licensing team have linked in with the University teams. Police officers have provided safety briefings to student coming back to university and to Freshers. These briefings now include advice to protect against drink spiking and promote the A4A campaign.

The Police team have circulated the WAVE training and Ask for Angela material to all licensed venues on the borough. The Police team strongly support the WSC and promote WAVE and A4A at every interaction we have. Operation Nightsafe have been working with the team to distribute the new A4A material to licensed premises.

Where incidents do occur, the Police team work closely with venues to identify any shortcomings and ensure that measures are immediately put in place to prevent a repetition. In one particular case we have successfully had a licence revoked owing to an incident of sexual assault where the venue failed to safeguard the female customers.

In addition to WAVE and A4A, Fabric and XOYO also operate a 'Don't be a creep' campaign. This campaign seeks to highlight the issue to male customers.

The work carried out promoting the WSC has no doubt made the NTE a safer place for all and hopefully given women the confidence to enjoy a night out without fear of harassment or assault. There is no doubt that further work is needed to continue with the success seen so far. The Police are committed to working with partners to make Islington NTE a safe environment.

Islington currently has 76 venues signed up the charter. Refresher guidance was distributed to venues in December 2023. See attached hand out.

**SEXUAL HARASSMENT AND ASSAULT IN LICENSED SPACES**  
Staff Information · Understand · Respond · Prevent

**WHAT DO WE MEAN BY SEXUAL HARASSMENT?**  
It's a range of unwanted behaviours which could include: following · staring · leering · shaming · creepy comments or actions · flashing · not taking 'no' for an answer · comments about a person's actual or perceived gender or sexuality · taking photos without consent · predatory behaviour targeting drunk or high people · invading personal space · catcalling.  
It can be one-off or repeated and is best defined by the person experiencing it.

**WHO DOES THIS HAPPEN TO?**  
Anyone of any gender can experience it but research shows perpetrators are most likely to be men, and victims most likely to be women. LGBT+ and gender non-conforming people are often targeted.

**WHAT'S OUR POLICY?**  
Read and follow the best practice Good Night Out policy, which is to eject those who harass or assault, provided you are satisfied that the targeted person will not be further harmed as a result. Check in with them and never assume!

**..AND SEXUAL ASSAULT?**  
Sexual assault is the sexual touching of one person by another without a reasonable belief in that person's consent, and could include groping, grabbing, or rubbing up on someone.  
These behaviours are unlawful under the Sexual Offences Act 2004, Equality Act 2010 and Public Order Act 1986.

**CONSENT AND THE LAW**  
Consent means a person agrees to something by choice, and has the freedom and capacity to make that choice. If they feel pressured, scared or threatened, then they are not free to consent.  
If someone is very drunk or drug-affected then the law says they are not capable of giving consent.

**HOW SHOULD I RESPOND?**  
The first thing you say is vital. Try this failsafe opener:  
**BELIEVE** - "I'm sorry that happened here"  
**VALIDATE** - "That is not okay"  
**EXPLAIN** - "I'm going to see what I can do to help."  
**CHECK** you've understood what you've been told  
**ASK** about any physical injuries or urgent needs  
Then pass up to a manager immediately.

**RECORD KEEPING**  
Record all incidents and reports, no matter how minor, in your incident book. This helps others to keep up to date with issues and repeated behaviours from patrons. Keep your notes clear and stick to facts not opinions.  
You can also ask for and record the name of any patron while they are on the premises, but they have the right to refuse to give this info.  
Don't hesitate to call 101 or 999 in an emergency, but remember the targeted person may prefer not to speak to the police. That is their choice.

**WE SUPPORT THE INTERNATIONAL GOOD NIGHT OUT CAMPAIGN**

IF SOMETHING OR SOMEONE MAKES YOU FEEL UNCOMFORTABLE, NO MATTER HOW MINOR IT SEEMS,

**GOOD NIGHT OUT**

YOU CAN SPEAK TO ANY MEMBER OF STAFF AND THEY WILL WORK WITH YOU SO IT DOESN'T HAVE TO RUIN YOUR EXPERIENCE.

We want you to have a  
**GOOD NIGHT OUT**  
Our team has been specially trained to listen and support you

www.goodnightoutcampaign.org  
@goodnightoutcampaign  
@goodnightout

www.goodnightoutcampaign.org  
@goodnightoutcampaign  
@goodnightout

Endorsed by **drinkaware**  
Good Night Out Campaign  
Partnership between Drinkaware & Good Night Out

### Licensing panels

Police continue to use Licensing panels as a means of dealing with issues within venues where engagement and improvement is needed. These panels are held at the council offices with representatives from the council and Police present. Actions are agreed in the hope that this intervention negates the need for more formal enforcement action. To date these panel have proven to be extremely effective at resolving issues within venues. 22 Licensing panels were held in 2023.



### **Adopt a pub**

A new scheme implemented recently to deal with venues which have the highest recorded crime levels. Each venue is allocated a Safer Neighbourhood officer who will work with the Police Licensing team to engage and support the venue in reducing crime. The top 7 venues have been allocated officers. The crime levels are normally made up of theft offences.

### **Pub watches**

2 active pub watches currently operate within the borough

Angel

Arsenal

Plans underway to start schemes in the Bunhill and Clerkenwell areas.

*PS Neil Fraser*

*Islington Police Licensing team*

*22/02/24*



## **Operation Leuctra – Policing Islington’s Night-time economy**

### **Summary of Operation 2023**

Operation Leuctra is an operation aimed making Islington’s weekend night-time economy safe for everyone.

The operation, Co-ordinated by Islington Police Licensing team, brings together uniformed Police Officers, plain clothes officers, Operation Nightsafe team, Local authority officers and venue security staff.

The joint aim is to reduce violence, robbery and drug offences and VAWG in the NTE areas identified as having the highest crime rates.

Officers are deployed to these known hotspot areas each Friday and Saturday night. The Police Licensing team hold a street briefing every Saturday night at various points across the borough. Venue management and security are invited to attend along with Police officers and Operation Nightsafe officers to share information and discuss current crime trends. This has proved to be an excellent method of promoting partnership working and creating a ‘one team’ approach to tackling crime and disorder.

The current deployment areas are Upper Street and Essex Road. Later in the evening resources are moved to deal with issues surrounding the larger Nightclubs that have significant issues with groups selling Nitrous Oxide canisters. These groups are known to be involved in robbery, drug and violence offences.

We aim to deploy 1 Sergeant and 6 PC’s every Friday and Saturday night on a 10pm to 6am shift. These numbers are not always achieved owing to a lack of volunteers to work overtime. LBI have part funded this tasking with funds from the Late-Night levy.

### **Current Operation Leuctra tactics;**

- Dispersal zone. We are implementing a dispersal zone every weekend from 10pm to 10am on the Sunday. This DZ covers the hotspot areas around our larger Nightclubs including Fabric, XOYO and Q’s.
- Street briefings. We continue to conduct a street briefing every Saturday night on Upper Street. Venue staff and security are invited to join operation Leuctra officers and Operation Nightsafe staff in a street briefing delivered by a Police Licensing officer.
- Cross boarder working with Hackney NTE resources. We have linked in with the Hackney NTE Policing operation. Op Hackney Nights. Throughout the year we conducted a joint street briefings with Police officers from both sides along with Op Nightsafe and Hackneys Council enforcement team. Patrols to deal with criminals who target NTE customers conducted on both sides of borough borders.

- Cross boarder working with City of London Police. Joint patrols to deal with the criminality on both sides of the border close to Fabric Nightclub. Has resulted in 2 significant arrests on 17<sup>th</sup> June where suspects for an assault on Fabric staff were arrested with the assistance of CoLP.
- Work conducted with the MPS dept of Media and Communications. Bespoke crime prevention material with a new agreed message within the 'Look up Look Out' strategy to target victims in relation to the risks posed by gangs who target victims and their mobile phones to gain access to bank and Cryptocurrency accounts. We have developed large 'barrier sleeves' containing the crime prevention message for use on venue crowd barriers.
- Additional work carried out with DMC to develop social media strategy. Facebook, Instagram and Tiktok used to target potential victims ahead of them attending clubs. Digital ad van also used to display message in environs of venues.
- Adopt a Pub scheme. An officer from CN safer Neighbourhood team has been allocated to each of the 7 venues which create the largest volume of crime reports. The officer will be an additional source of support to the venues to assist them in reducing crime. The crimes relevant to the SNT officers are largely theft offences. Licensing officers remain closely linked to each venue.



### **Week of action during Fresher's week (Sept 23)**

Islington Police Licensing team have conducted a cross border week of action with Hackney officers to tackle an increasing trend in theft and robbery offences linked to Night Time Economy venues.

The operation coincided with Fresher's week and sought to deter and detect offenders as well as raising awareness amongst students of the risk of distraction theft and how to stay safe within the NTE. Officers from CN and CE BCU's targeted patrols around XOYO nightclub owing to suspects preying on students and young customers leaving the venue.

The operation aimed to tackle an increase in theft and robbery offences reported around Nightclubs. The thieves are known to target vulnerable customers leaving venues, often befriending them before inviting them to swap social media details or phone numbers in order to take possession of the phone. Suspects would then steal the phone and often threaten violence if challenged. On some occasions, victims report fraudulent activity from online bank accounts including purchases and transfers of money.

The operation which saw activity on Monday 25<sup>th</sup>, Friday 29<sup>th</sup> and Saturday 30<sup>th</sup> September involved officers from Islington and Hackney Police along with partners from Islington Local authority, British Transport Police, Islington Nightsafe wardens and XOYO security and management. The operation was observed by Councillors from Islington Local authority.

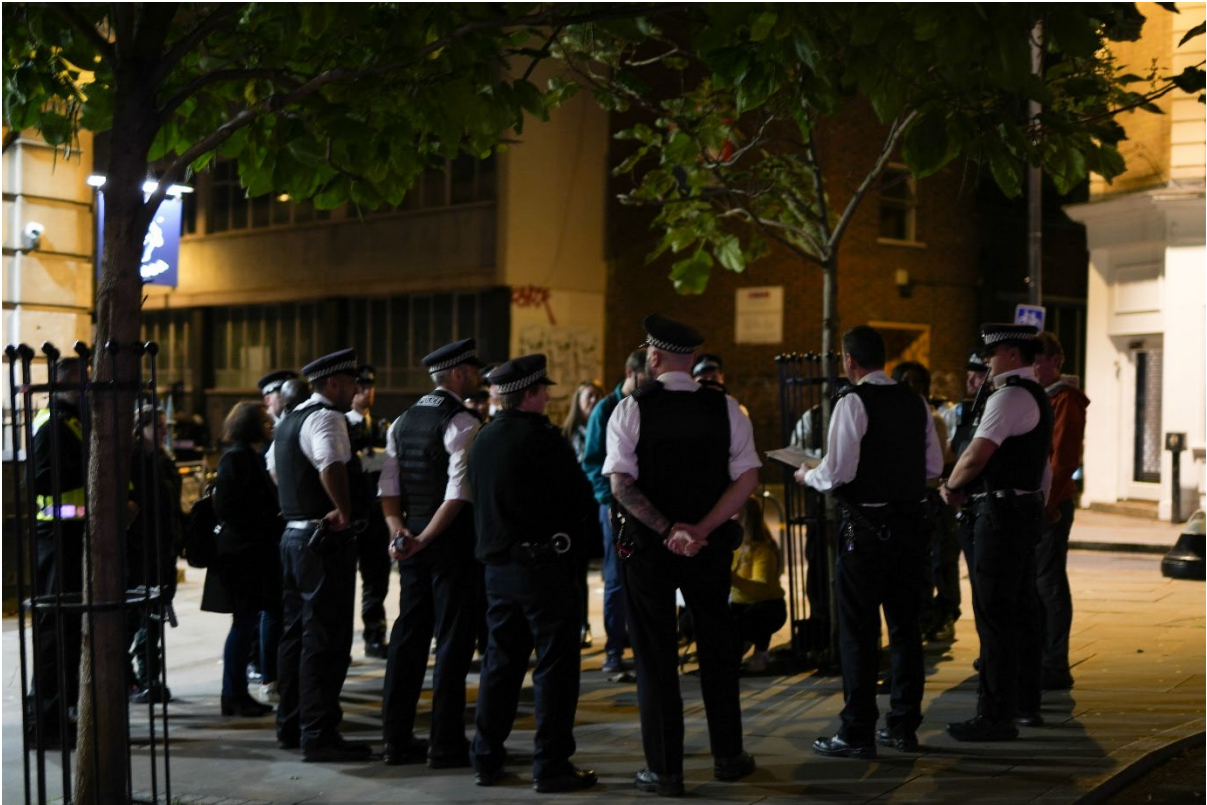
The campaign was supported by refreshed '*Look Up Look Out*' messaging focusing on this unique crime type. The new crime prevention material was produced by the Mets Communication and Engagement team following consultation with local officers. The fresh messaging was displayed on crowd barriers, digital in-venue screens, leaflets and on a Multi Media van tasked with patrolling the area.

Officers conducted high visibility patrols to deter potential offenders and reassure those in the area on the night. They spoke to students outside the club, providing reassurance and educating them and other young people, including those who might be going out in London for the first time, on how to remain safe when on a night out with friends.

By the end of the week, officers had engaged and advised 550 people about personal safety and made their presence known to several potential offenders.

The officers received a warm reception from the late-night revellers and were thanked for their presence. Operation Leuctra will continue to work with partners to focus on this area along with other late night venue locations targeted by those seeking to commit crime.

Digital content posted on social media highlighting operation -  
<https://twitter.com/MPSIslington/status/1712430104259744109>





Op Leuctra generated arrests in 2023 – 22

Highlights include:

- 13<sup>th</sup> January – Arrest for assault on Nightsafe officers were intervening in a disturbance on Essex Road
- 22<sup>nd</sup> January – Arrest for being drunk and disorderly on Essex Road
- 4<sup>th</sup> February – Arrest for making threat to Kill on Cowper Street
- 18<sup>th</sup> March – 2 arrests made following 2 males being identified as responsible for a series of mobile phone thefts inside a nightclub
- 25<sup>th</sup> March – 2 arrest made for assault and drug possession on Essex Road
- 7<sup>th</sup> April. Male located and detained by officers on patrol on Taberbacle Street. Responsible for a serious assault in a nearby pub. Arrested for GBH.

- 8<sup>th</sup> April. Arrest for possession with intent to supply Nitrous Oxide on Charter house Street
- 8<sup>th</sup> April – Arrest for affray and common assault following a domestic disturbance on Essex Road.
- 29<sup>th</sup> April. Charterhouse Street. Affray outside involving patrons. 5 persons arrested.
- 2<sup>nd</sup> June. Chapel Market. Reports to a male armed with a knife. Suspect located and searched. Found in possession of cannabis and arrested.
- 17<sup>th</sup> June. Paul Street. Male arrested for drug possession following a stop and search
- 17<sup>th</sup> June. Male arrested at Fabric for sexual assault of a female.
- 18<sup>th</sup> June. Call to an Airbnb party with 30-40 youths in a flat refusing to leave. Dispersed by Op Leuctra officers. Search of the property after, large machete found hidden under the bed.
- 24<sup>th</sup> June. Officers made aware of a recent robbery by XOYO security. Victim dealt with and suspect subsequently identified and arrested.
- 24<sup>th</sup> June. Pickpocket of phone reported to officers. Suspect located near to XOYO and arrested.
- 14<sup>th</sup> July. Patrols around XOYO resulted in 9 large canisters of Nitrous Oxide being seized by Police and disposed of. Males causing ASB dispersed from area.
- 15<sup>th</sup> July. Vehicle stop on Tabernacle Street. Nitrous Oxide seized and occupant arrested as part of an ongoing investigation into domestic violence.
- 22<sup>nd</sup> July. Officers detained a male near to Upper Street licensed premises who was suspected to be in possession of a knife. No knife found and male dispersed.
- 28<sup>th</sup> July. Vehicle stop in Paul Street, near to NTE venue resulted in a male being arrested for possession of an offensive weapon and a vehicle being seized.
- 6<sup>th</sup> August. Male arrested for Taxi touting near to Paul Street. A vulnerable lone female was found in the vehicle and safeguarded by Police.
- 11<sup>th</sup> and 12<sup>th</sup> August. Increased presence around Fabric owing to venue being threatened by criminal groups who sell Nos. Groups dispersed throughout the weekend which saw a significant decrease in crime and ASB.



- 4<sup>th</sup> November. Male arrested for racially aggravated public order offences on Upper Street



**Parkguard Ltd**

Service provider to Local Authorities & Police

Working in partnership with



**ISLINGTON**



**METROPOLITAN  
POLICE**

# Operation Nightsafe

Creating safe social environments

## Summary Review

1st November 2022 - 31st October 2023



Operation  
Nightsafe

# Operation Nightsafe

Summary Review

1st November 2022 - 31st October 2023

## Contents

Background & Service

Patrol Medic Overview

Welfare

NTE Violence & Disorder

Information &  
Intelligence Gathering

Reporting Overview

This review is of the Parkguard Team's actions only and excludes Police, Council and Licensing Team data or outcomes generated, either independently by them or as result of follow-up action enabled by this team (such as criminal or civil prosecutions, imposing regulation/ conditions or other subsequent interventions).

## Background and Service

In 2014 Islington adopted the power to impose a Late Night Levy on all businesses selling or supplying alcohol between midnight and 6am. The amount of levy payable is prescribed by central government to help improve the Night Time Economy (NTE).

By law 70% of the income generated by the levy must be allocated to the Police to spend on activities to reduce crime and disorder associated with the late night sale and consumption of alcohol. The remaining 30% will be retained by the Local Authority to spend on activities to improve the local NTE and the environment in which these activities are concentrated.

In Islington, the Police and Council, with support from the Mayor's Office for Policing and Crime (MOPAC), have agreed to pool the levy income and to deliver a dedicated, multi-agency partnership called Operation Nightsafe. The team consists of Police and Council Licensing, the Parkguard Nightsafe Patrol Team, Special Constables and Policing resources from Safer Neighbourhoods.

The Parkguard element of Operation Nightsafe consists of a Police Accredited, street-based tasking team, delivered by Parkguard on behalf of Islington Council and working in partnership with the Metropolitan Police in a support capacity. The overall aim of this four person team is to provide a dedicated service at key times to aid in tackling NTE issues through presence patrolling, safeguarding, information and intelligence gathering, as well as enforcement where required. The primary purpose of this operation is to support the public, licensees and other partner agencies in the overall management of public disorder, crime and other forms of nuisance associated with NTE and to minimise risks to public safety and impact on the wider community.

# Supportive Action & Promotion of Safety

<b>Assisted member of the public in need</b>	200
<b>Health &amp; welfare check</b> People checked due to a concern for safety	244
<b>Medical Support Provided</b> *Note - Ambulance called to 27	130
<b>Crime Prevention Advice</b> Provided to people found in a vulnerable position	121
<b>Body worn video footage made available</b> Provided to council, police and partners for evidence, enforcement action and intelligence gathering	680

*The reasons for checking on welfare ranged from serious assaults to inebriation*

The area of responsibility is borough wide and the deployment is determined on a nightly basis by intelligence-led tasking, call response and Police team briefings.

The team provides a dual function service, combining medical and policing support that is focused around key crime generators such as off-licences, pubs, clubs and high footfall streets for NTE. In addition to general crime and anti-social behaviour their role also includes addressing licensing, street trading and taxi touting issues. To deliver this role, Parkguard Officers are appointed persons empowered to act on behalf of the Local Authority in an enforcement capacity, as well as utilising delegated powers as part of the Metropolitan Police Community Safety Accreditation Scheme under the Police Reform Act.

**“The team provides a dual function service, combining medical and policing support that is focused around the Night Time Economy.”**

**Winners of the first  
Metropolitan Police  
Police and Security (PaS)  
London Awards**  
**Partnership & Engagement category**



# Operation Nightsafe

## Patrol Medic Overview

Due to the nature of the role being that of proactive patrolling, the team predominantly find issues or arrive on scene just as an incident unfolds or it is coming to a conclusion.

### Over this period the Patrol Medic has attended to:

31	Patients requiring treatment, solely due to intoxication
3	Patients with traumatic injuries requiring specialist treatment
14	Patients with significant head injuries
7	Patients with serious facial injuries
20	Minor injuries
6	Reports of spiking

Parkguard needed to ensure that the team are equipped to deal with a wide variety of incidents until other relevant service can be alerted and arrive on scene. Given that our focus is the night time economy, we are often first on scene to incidents that involve injury or concern for safety through alcohol, drug use, trips and falls, assaults and so on. Based on this, we anticipated that we would require a medical element to the patrol team, to ensure that we can give the best immediate response to all, to safeguard and support them. Over this period, the Patrol Medic has provided care on **79** occasions to those either working in or enjoying Islington's NTE.

We have also further invested in training and equipment over the period to provide an enhanced level response and to enable the best possible care until the arrival of the London Ambulance Service (LAS) or other appropriate services.

As a by-product this has also enabled us to help reduce unnecessary demand on the LAS by resulting calls that did not require an emergency response. This is due to calls being made due to poor judgement or panic and often from the callers also being drunk. Through assessment and intervention of a Medic, we were able to cancel or prevent the dispatch of **39** ambulances that could be redeployed to life threatening emergencies and which prevents a minimum spend of approximately **£9,906**.

The Patrol Medic has also provided definitive treatment to **79** patients on the street that would have required attendance to an Emergency Department or Urgent Care Centre, again preventing a minimum spend of approximately **£8,532**

(source: NHS evidence.nhs.uk, NICE, kingsfund.org.uk).

# Medical Support

## Examples of good work:

- The team were alerted to a male who was found in the street with a serious head injury, The male lacked capacity to make any decisions about his treatment and was not aware on how he became to be injured. **Medical support was provided by the Medic and the patient was taken to the Royal Free Hospital for treatment.**
- The team responded to call from a venue due to reports of a homeless male attempting to gain entry. The team identified that the male was in a bad condition and lacked capacity and had a broken leg. **The medic provided initial care to the male before transporting him to hospital for further treatment.**
- The team was called to respond to an individual who was identified to have overdosed with a recreational drug. The team called for an ambulance without delay. The patient was struggling to breathe and reported their throat was closing up. **The medic provided early intervention medical support including adrenaline allowing the patient make an on scene recovery and avoid a hospital trip.and avoid a hospital trip.**
- Whilst driving between locations, the team identified an RTC with police at the scene. A cyclist had been hit by a car and had sustained injury to his abdomen. **The medic provided initial first aid before the ambulance arrived and transported him to hospital for further treatment.**
- **The team responded to a call from a venue due to a collapsed female as a result of a potential spiking.** The medic provided initial support while evaluating the females condition, it was decided due to their vitals that there was a suspected spiking and the female was transported to the hospital by the British Transport Police.
- The team were called by a venue due to reports of a male who was unable to walk. After providing initial care to the male, the medic called for an ambulance however due to the lack of resources they were unable to attend. **Due to the nature of the males condition, the patrol team transported the male to hospital where he received urgent treatment and the patrol teams were thanked.**
- Team were called to a venue where a female who was having a seizure. While in their care the female continued to have seizures so provided initial care and called for an ambulance. The medic provided assistance to the ambulance crew who took the female to hospital for further treatment. **The ambulance crew thanked our medic for their quick actions.**



# Welfare Overview



A core function of this team is to safeguard people who become vulnerable through circumstances, excess alcohol or drug and to prevent them becoming victims of crime or injured or worse.

These individuals are normally located in the immediate vicinity of licensed premises or more isolated locations where they have wandered off before their situation deteriorates.

The support provided is very wide ranging, but the most regular types of support were:

- Finding people alone, vomiting and vulnerable. The Patrol Team assisted them in cleaning themselves up, providing medical assessment, water and refuge at the vehicle until transport home can be secured or guardians located. The teams have often also provided disposable bowls and waste bags for the onward journey and assisted with cleaning the scene due to bodily fluid left outside front doors etc.
- People who are disorientated and have become lost while trying to make their way home or are unable to get themselves to a transport hub as they are incapacitated through excess alcohol. Many of these also had minor cuts or abrasions from falls or stumbling along building walls. Cleaning wipes and plasters were often provided but they did not want to be treated officially by the Patrol Medic so these are not included within the medic returns.
- Locating people unconscious or asleep or suffering exhaustion at bus stops, in adjacent residential areas or in side streets and alley ways as a result of the influence of alcohol and or drugs.

69

Adult  
safeguarding  
issues

244

Welfare  
checks

## Welfare support provided

	Male	%	Female	%
Medic Support	13	23.6%	11	42.3%
Ambulance Called	29	52.7%	11	42.3%
Taken to hospital	12	21.8%	13	11.5%

## Intervention categories

	Male	%	Female	%
Alcohol intoxication	13	23.6%	8	30.8%
Personal injury	24	43.6%	10	38.3%
Victim of crime	8	14.5%	6	23.1%
Drug intoxication	10	18.2%	2	7.7%

## Victims of crime

	Male	%	Female	%
Assault	19	63.3%	10	33.3%
Theft	11	36.7%	11	36.7%
Spiking	0	0.0%	6	16.7%
Sexual Offences	0	0.0%	4	13.3%





“

The Nightsafe team remain an essential part of the Islington NTE Policing plan. The team work closely with Police resources and play a crucial role in supporting licensed premises, providing a visible presence to deter crime, reassure the community and deal with lower level ASB and medical incidents.

The Nightsafe team frequently contribute to Policing operations within key crime hotspots and are a source of invaluable intelligence in relation to crime trends.

**The Metropolitan Police Licencing Team**

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# NTE Violence and disorder

In the period 01/11/22-31/10/23 the team have dealt with 401 incidents involving violent or aggressive behaviour within a NTE setting and the majority included multiple individuals and people under the influence of alcohol and/or drugs.

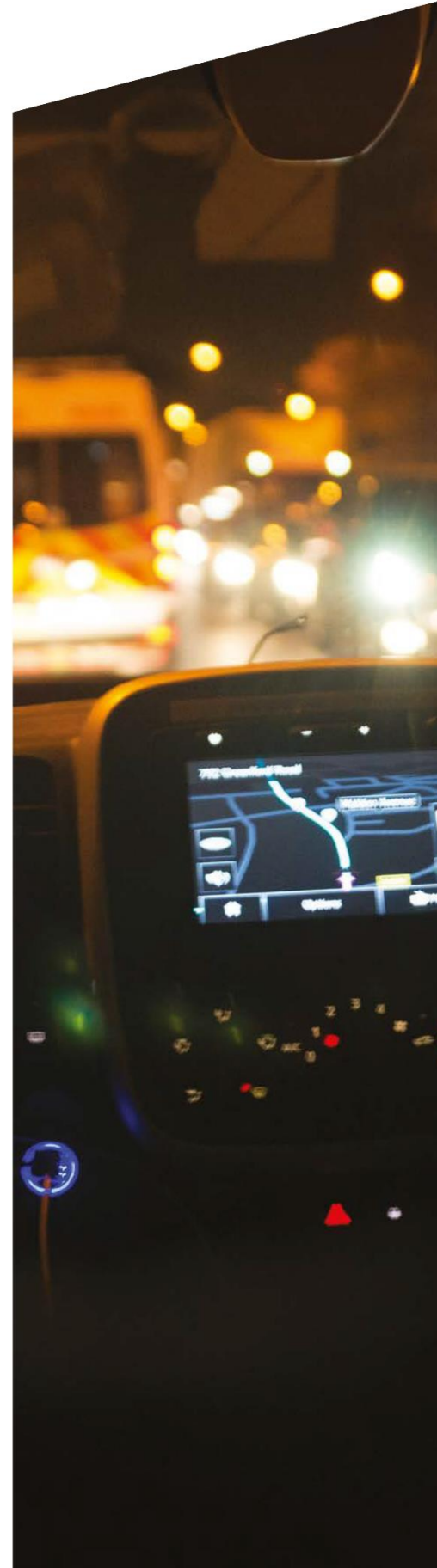
The specific delivery of this service is complimentary of borough policing, but intrinsically different in aspects of deployment. This enables the team to apply predominantly proactive patrol techniques and therefore focus on early intervention, through being present at the time of potential escalation to violence.

This early prevention means the team intervene through verbal resolution or physical interventions, which reduces the number of actual assaults. The large number of incidents shown below where violence was either threatened or intimated would more often than not have been added to the total number of assaults if not for the team's intervention and de-escalation. Equally where there were people already found starting to physically engage in a fight, the intervention has served to prevent these escalating and then resulting in serious injury. Of the **401** incidents there were **25** confirmed and processed arrests by the Police.



**401**  
Incidents  
dealt with

- Assault
- Assault on PG officers
- Harassment/ Alarm or Distress
- Public Order Offences
- Domestic Abuse
- Sexual Offences



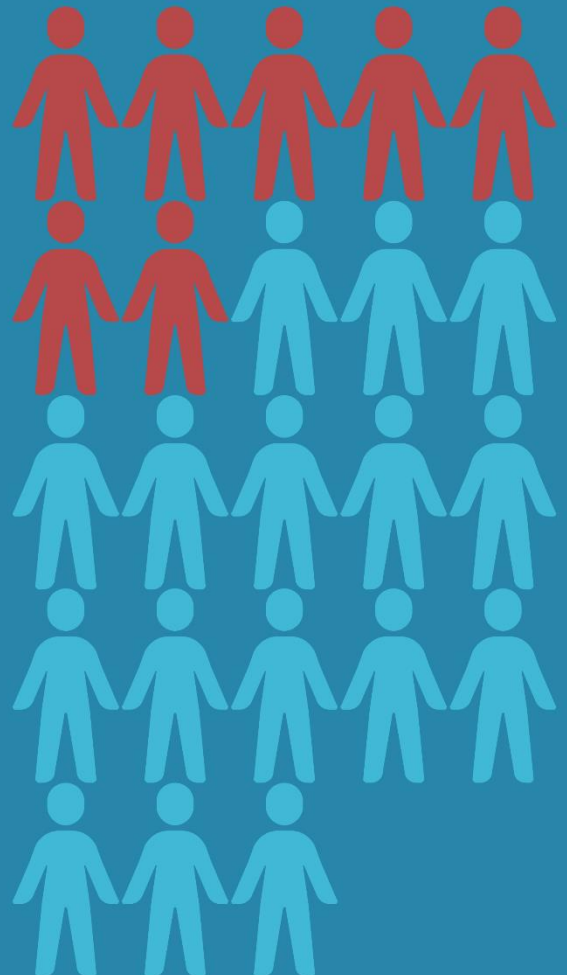
# Enforcement Action

The majority of arrests were as a result of varying types of assault including domestic abuse

<b>Enforcement action taken</b>	
Patrol generated arrests	25
Person (s) Requested / directed to leave/ disperse	222
Person (s) Warned & Advised at scene due to conduct	369
Suspects, Offenders and relevant issues brought to the attention of the Police	81
Person (s) Warning via Report/other (35) and Relevant Person Informed (84)	92
Area Search – For suspect or witness appeal	126
Persistent / prolific offender detected, Monitored & Reported	8

## Examples of patrol generated arrests of note include:

- A male who was arrested for domestic related assault on his girlfriend at a venue.
- A female who was arrested criminal damage following a spate of anger resulting in breaking a shop window.
- A male who was arrested for possession of a bladed article following reports of a phone snatch.
- A female who was arrested for ABH following an altercation with door staff resulting in him being bitten.
- A male who was arrested for criminal damage after damaging cars due to being refused entry to a venue.
- A male who was arrested for being in possession of an offensive weapon.
- A female who was arrested for assaulting a member of the patrol team whilst being detained following aggressive behaviour



# Liaison, Engagement & Promoting Community Safety

Consistent, familiar liaison and forming trusted relationships are vital to effective information gathering, crime reduction and prevention. It also aids in finding collaborative solutions and delivering tangible, productive support to new and emerging issues. As this team has a far lower call demand than emergency services, they are able to dedicate sufficient time to engagement and liaison.



- Liaised - (Public) For the purpose of reassurance information & intelligence gathering. These are occasions not number of people - Average encounter per visit or specific area patrol 5 to 10
- Liaised - Door Supervisors, Designated Premises Supervisor (DPS) & venue owners and council staff - Occasions not number of people.
- Liaised (Police)

## Supportive action & Promotion of safety

Joint police patrol	13
Attended police operation	2
Assisted member of the public in need	200
Body cam footage made available	680
Health & Safety concerns identified	84
Crime prevention advice given	121

## Nuisance - Incidents dealt with

Nuisance (Illegal traders)	18
Nuisance (Littering)	185
Nuisance (Licensed premises)	30
Nuisance (Noise complaint)	54
Nuisance (Urinating in public)	12
Nuisance (Youths under 18)	16

## Street population related incidents dealt with

Begging	7
Homelessness	25
Disorderly street drinkers	24
Known street drinkers present - No offences	68

## Vehicle related incidents dealt with

Vehicle (ASB/Nuisance)	35
Road traffic collision	5
Road traffic offence	20
Suspicious vehicle	156

## Drug offences

Drug offence - Possession/ Supply (PWITS)	96
Drug paraphernalia found	131

## Acquisitive crime

Theft	21
Robbery	4

"Since the NTE reopening, the partnership working between Police, Council and Operation Nightsafe has been invaluable in reducing crime and increasing safety within the NTE.

Nightsafe play a key role in being the eyes and ears on the ground, regularly attending incidents in order to make an intervention to prevent situations escalating. The team attend briefings and share information with the Licensing team every Fri and Sat night. The team have developed professional relationships with nightclub security teams within crime hotspots and regularly provide reassurance and advice."

The Metropolitan Police 2023



# Information and intelligence gathering

In the 12 months that this report covers, this single patrol team working 4 days per week, generated patrol reports that totaled 420,036 words of information and intelligence. This creates an intelligence picture which is not only quality assured, but produced in real time after each shift into Council Licensing, Police and Public Protection, which makes the volume usable and of significant value in the overall management and response to NTE.

This is a picture that is unlikely to be held by any other Local Authority/ Police Service when it is then combined with Police calls and Officer reports, Licensing reports and calls to the Council's out-of-hours ASB reporting line. This makes mapping and proportionately and efficiently responding to NTE issues at specific venues and areas, exceptional. This enables a multi-agency collaborative service delivery to encourage a busy and popular NTE and create a safe social environment.

Words of information & intelligence generated:

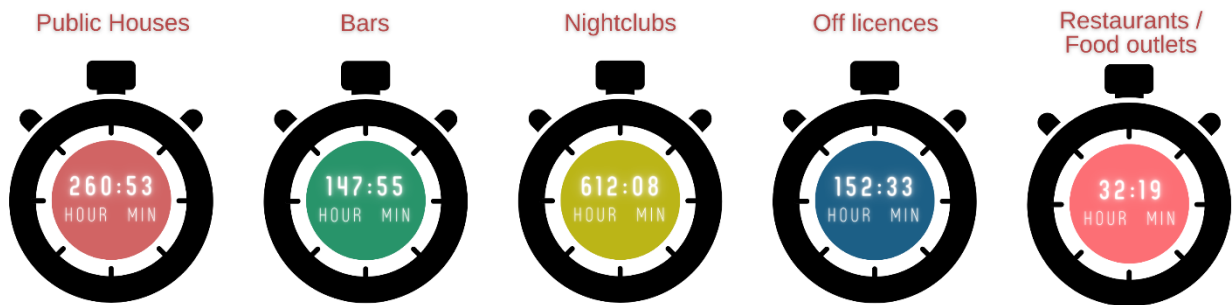
420,036

# Increased presence to promote public safety

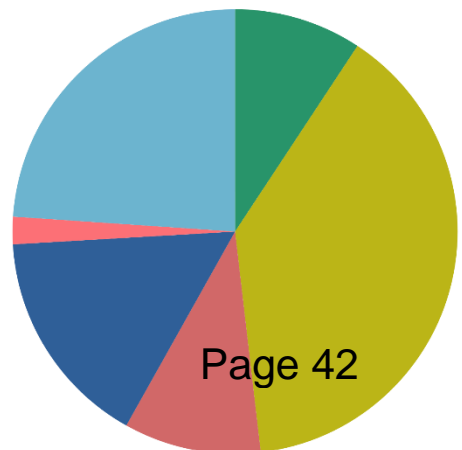
Assigned to this service is a marked, dedicated and highly visible vehicle. This serves the purpose of preventing crime and disorder by deterring, disrupting and displacing offending, as well as providing reassurance through high profile presence patrolling. Over this 12 month period this vehicle has travelled 8967 miles, over less than a 9 square mile area, predominately within high footfall areas. This is the equivalent of driving from Zurich to Australia; or the length of the borough, from Archway to Farringdon (via Holloway Road and Upper Street) 2242 times!

Triggers - Total directed attendance	2028
Non-Police tasking visits & requests (self-generated, Council, partners)	1861
Police tasking visits & requests (emails & nightly briefing)	57
Called by ASB Line Control to attend	73
Called by other Parkguard unit	13
Called by Police to attend	16

## Breakdown of premises by time and type:



Streets, transport hubs & environs of venues \*



- Public Houses
- Bars
- Nightclubs
- Off licences
- Restaurants / Food outlets
- Streets, transport hubs & environs of venues

\*Relates to visits/occasions where officers may have located individuals in need of support in public areas outside of identified venues.



# Ward Coverage 209 days

(Thursday-Sunday inclusive per week)

\*Data excludes no ward specified entries recorded under LBI

Ward	% of visits	Number of visits	Number of actions
Barnsbury	5.4%	203	1,269
Bunhill	11.6%	438	3,079
Caledonian	7.1%	268	1,711
Canonbury	0.2%	6	39
Clerkenwell	9.0%	338	2,210
Finsbury Park	3.1%	118	628
Highbury East	1.0%	38	180
Highbury West	0.7%	26	133
Hillrise	0.3%	11	11
Holloway	0.3%	13	116
Hoxton	0.8%	29	188
Islington Ward	22.6%	850	2,969
Junction	0.3%	12	66
Mildmay	0.2%	7	45
St George's	0.2%	8	31
St Mary's	31.2%	1,174	5,177
St Peter's	5.7%	216	1,306
Tollington	0.2%	7	29
		<b>3,762</b>	<b>19,187</b>



In addition to the locations & venues which are all ward based, visits were conducted and incidents dealt with at venues which are not on the provided Islington Licensed Premises Register. Where possible the incident was tagged to the nearest premises on our system. Where we are called to or deal with a premises on a repeat basis then that venue is added to the reporting system. However, NTE problems are by their nature fluid, so numerous incidents occurred away from establishments, on the way to transport hubs and main roads. This necessitated mobile patrols along these routes. The Appendices show the breakdown and statistics around them. In addition to the ward based venues noted above, **850** visits were made under the umbrella location of London Borough of Islington. These would include "Street Patrols" i.e. the vehicle conducted passing patrols around an area rather than just a single street and did attend a given venue. This generic location is also used for "one-off" visits to new premises.

The remaining patrol time has been spent in the vicinity of licensed premises and high NTE footfall roads, addressing NTE related issues generated by people on the way to and from venues. Although is not linked to a venue type, it is of equal importance as the issues are still related to the commercial activity of the collective licensed premises, as a safer area supports better business.

# Company Overview

**Parkguard provides a wide range of community safety services, predominantly on behalf of Local Authorities and Police, as well as in partnership with various other statutory providers.**

Parkguard is a National Police Chief's Council (NPCC) approved company under their Crime Prevention Initiatives and a Police accredited company under the Police Reform Act 2002 for the Metropolitan Police Service, Hertfordshire Constabulary and Essex Police. This Act allows Chief Constables to accredit certain organisations that work within a community safety remit and can meet extremely strict Police criteria. As such, we have become part of the extended policing family under the Community Safety Accreditation Scheme (CSAS). As an accredited organisation since 2005, Parkguard was the first private sector company and currently the only organisation to hold multiple area accreditations which facilitates cross-border working.

By being part of the wider Police family our services are sanctioned by state and our staff have to pass National Police Personnel Vetting and receive enhanced training above the standard industry requirements currently in the private sector. Our staff hold a number of delegated Police powers, not normally available outside of the Police service. We have maintained this standard and exercised these powers appropriately and consistently for over a decade across our service areas. Having a lawful right to act within the public domain, and the ability to exercise these powers means that we deliver tangible, effective action against offenders and our services operate within their own right, generating legitimacy and public confidence. Parkguard has a proven track record of delivering consistent partnership services, which hold value to local communities. By performing these roles collaboratively with the Police, Local Authority and other agencies through information sharing and established processes as a recognised partner, we are able to provide supportive roles that compliment local policing and the work done by partners. This aids in the reduction of a broad range of local issues and provides greater promotion of community safety when responding to public concerns. Due to these services being delivered in this way, as part of the wider Police family, we are subject to statutory control and afforded inclusion, which is often not found with private companies. We deliver our services in line with public service controls, ensuring transparency and accountability which allow protection in terms of delivery standards to the public that our Local Authority clients serve.

**Generally our services fall into two main areas:**

- 1** The design, implementation and subsequent delivery of public services on behalf of the Local Authority, such as Community Warden Schemes, Parks Patrol Services, Anti-Social Behaviour (ASB) Response Teams, outreach support and Night Time Economy policing support.
- 2** The second is alternative approaches for specific local concerns such as gang exit programmes, youth diversion, outreach/harm reduction, education-based responses and dealing with irresponsible dog ownership and dangerous dogs.

Our main activities within these areas include high-visibility patrolling to deter and disrupt offending and to gather information and intelligence to aid in efficient wider action. These patrols promote community safety by providing early intervention, prevention and by actively targeting and prioritising lower level nuisance and other forms of Anti-social Behaviour. The overall aims of our services are to enable, facilitate and support wider action by the authority and Police to then collaboratively achieve longer term solutions to community issues and also elevate service demand. This enables the Local Authority and Police to address higher priority calls, improve response with appropriate use of resources and also focus on their core responsibilities without being abstracted to action tasks that do not require a Police or higher level response.





## **Parkguard Ltd**

Service provider to Local Authorities & Police  
[www.parkguard.co.uk](http://www.parkguard.co.uk)

Our Local Authority and Police support services are regulated by the authorities for whom we work to ensure accountability and transparency. As a result many are integrated within existing Local Authority or Police teams in order to deliver tangible results in a complimentary way - as one service, in which all members of the community have open and equal access.

Parkguard is an innovative company, which covers all areas of crime prevention, specialising in partnership approaches to solve problems. Parkguard is not an opportunistic product of austerity or diversifying focus, to capitalise on current perceived fear of rising crime and reductions in policing by the public. Parkguard continues, as intended to be from the start, a community safety service provider. Our core services have been delivered for many years with little change to delivery or role type and are well established within our areas of work.

The company also has a General Security Division which compliments our specific and unique approach outlined above. We have selected a pricing structure for the General Security Division that is competitive within the security industry, placing us in the low to mid-range pricing bracket. However, due to our Police Accredited status, this division is of a higher standard than the industry average to prevent any negative impact on the primary company focus and our reputation. This means clients using our General Security Division are afforded high quality staff and equipment, combined with specialist area policing knowledge, while maintaining low industry prices.

From our unique ways of working, Parkguard has achieved numerous awards. In 2010 we were recognised by Hertfordshire Police for our significant contribution to community safety. In 2012 we received an award from Essex Police for our commitment to community safety and being the longest serving accredited organisation and we also achieved BS ISO 14001.

In 2013 we were awarded by the Metropolitan Police as Partner of the Year and during 2014 we achieved ISO 9001 status and awarded the London Living Wage Mark. In 2015 we achieved BS ISO 18001 and we developed a supportive policing role to aid in managing Night Time Economy issues in partnership with Islington Council & the Metropolitan Police; this type of approach was a national first.

In 2016 we were awarded by the Metropolitan Police Service for partnership & engagement in London at the Police & Security Awards and also received a certificate of appreciation from Ealing Police for our hard work and continued support to the Police and the people of Ealing.

## Community Safety Accredited Company

- National Police Chief's Council (NPCC) Approved Company
- Police Crime Prevention Academy "Endorsed"
- Accredited by Essex Police
- Accredited by Hertfordshire Constabulary
- Accredited by Metropolitan Police
- Awarded by Essex Police - Longest servicing CSAS organisation and contribution to Community Safety
- Awarded Metropolitan Police Partner of the Year (NI)
- Awarded by Ealing Borough Commander "For continued work and supporting the Police and people of Ealing"
- Winner of the Vinci Facilities Social Value Generation Award
- Winner of the Metropolitan Police and Security (PaS) Awards for Partnership Working
- Awarded London Living Wage Employer Mark
- Member of City of London Crime Prevention Association
- Armed Forces Covenant Bronze Award – "Proudly Supporting Those Who Serve"

## Company Information

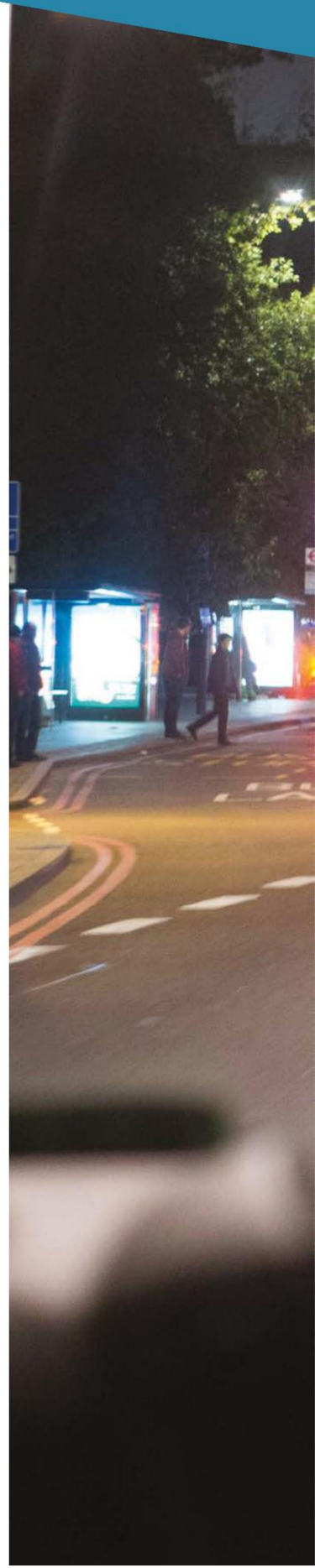
- Company Registration Number: 6157958
- VAT Registration Number: 906598196
- Registered with the Information Commissioner's Office
- BS EN ISO 14001:2015
- BS EN ISO 9001: 2015
- BS EN ISO 45001:2018
- FORS Bronze Accredited 2021 - Fleet Operator Recognition Scheme
- FORS Silver Accredited 2022 - Fleet Operator Recognition Scheme



The Equality Register



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# Late Night Levy Board- 2024

## Islington NTE Crime Data 2023

Data from 01/12/2022 – 31/11/2023

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# Licensed Premises Crime Breakdown 01/12/2022 – 31/11/2023

- Using the 1-year dataset from December 2022 up until November 2023 for Licensed Premises Crime, *Theft and Handling* remains prevalent but violent crime has reduced slightly in terms of ratio comparison.
- Pubs, bars and nightclubs are hotspots for theft and other offences and occupy 63% of all LP based crime in Islington. This is a 4% ratio reduction from the prior 6 months.
- Restaurants have hosted 21.5% of all LP crime, which is a 2.5% increase.

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Venue Type	Count of Location Type
Betting Shop	30
Cafes	316
Cinema/Bingo Hall	29
Off Licence	19
Other Licensed Prems	34
Pawnbrokers	1
Pub/Bar/Nightclub	2431
Restaurants	824
Take Away Premises	102
Theatre/Concert Hall	31
<b>Grand Total</b>	<b>3817</b>



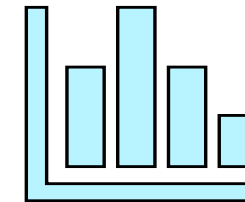
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# Licensed Premises Crime – By The Hour

- Theft and Handling remains high between 6pm-12am
- Theft and Handling Peaks between 7pm-9pm
- Violence peaks between 10pm-3am
- Arson, Robbery and Burglary peak between 12am – 3am
- Full licensed premises crime peak times highlighted below

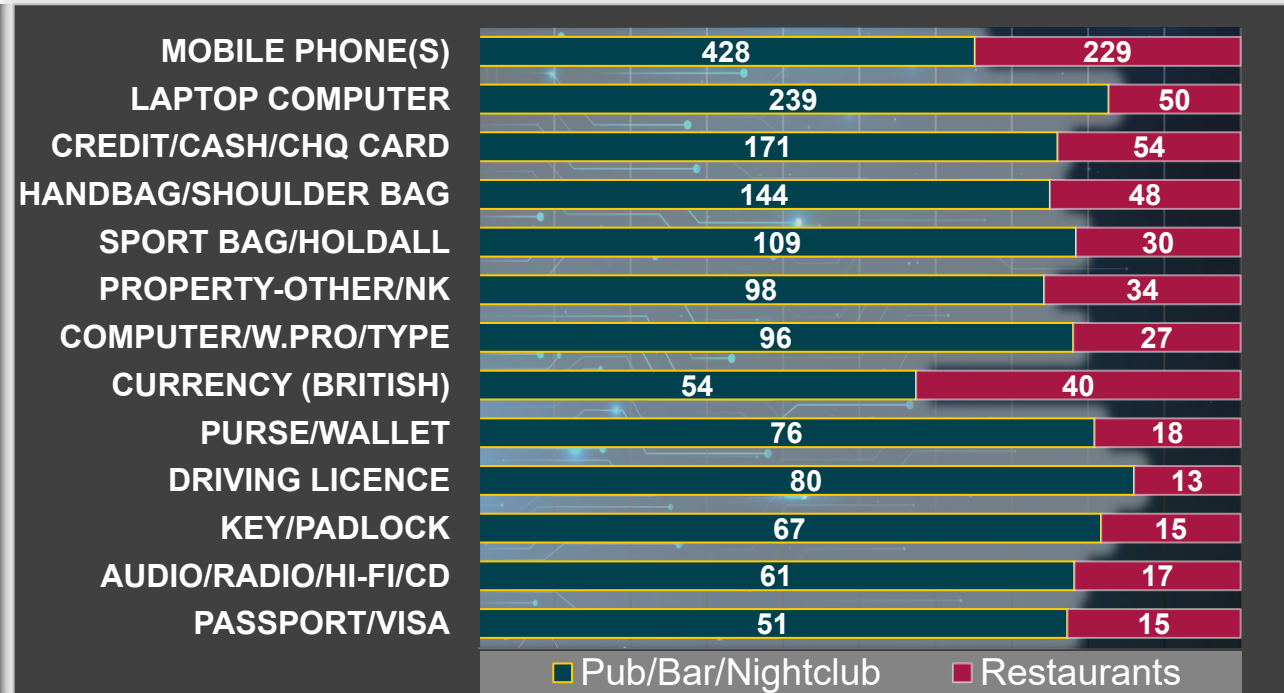
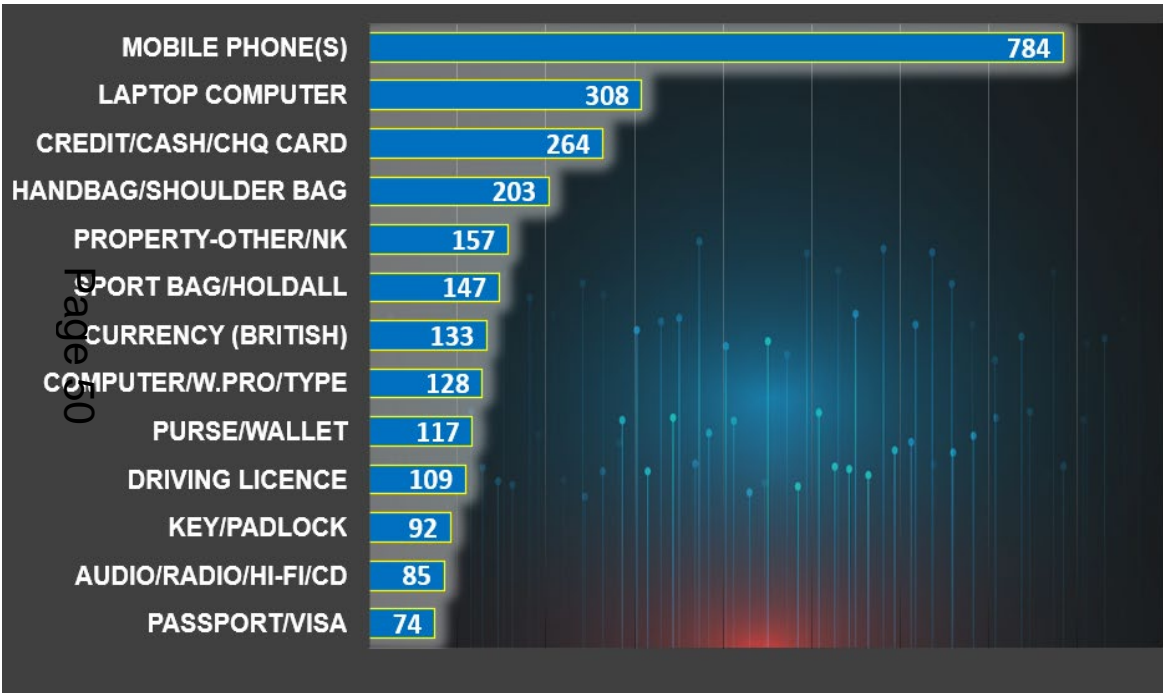
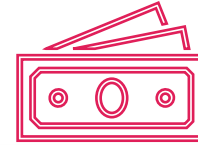
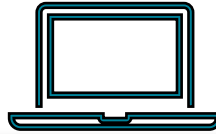


Peak times

Crime Group	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Grand Total
Arson and Criminal Damage	8	2	8	2	3		1	1	1			1	3		2	3	3	3	1	7	5	3	3	6	66
Burglary	27	10	28	20	27	9	7	1	6	6		1	17	6	2		3	7	10	2	5	1	7	17	219
Drug Offences		1	3			1	1							1		1				1		1		1	11
Miscellaneous Crimes Against Society	2	1		1										1						2		2	3		12
Other Accepted Crime	4	2		1	1	1										1		1		3	1	9			24
Possession of Weapons	1													1					1						3
Public Order Offences	13	7	6	3	1	1	2	1	2	1	4	1	3	5	10	4	3	3	2	5	7	7	6	5	102
Robbery	9	6	13	6	2	3			1			1	1	6		1	2	3		1	3	1	2	4	65
Sexual Offences	5<	5	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	5<	47
Theft	44	84	73	42	27	11	22	12	19	4	28	62	32	65	82	60	67	146	379	427	414	369	296	183	2948
Violence Against the Person	26	25	21	14	8	1	3	3	6	4	5	4	9	5	6	11	11	9	14	21	27	16	26	34	309
Grand Total	138	143	156	92	74	29	36	19	35	17	38	73	66	91	102	81	90	173	409	471	464	411	347	251	3806



# Licensed Premises Crime – What’s Being Stolen and Where?



- Theft and handling occurs at a rate of around 3-1 in comparison to the two biggest venue categories of Pubs/Bars/Nightclubs and Restaurants.
- Using this ratio, we can see mobile phones and British pounds were disproportionately stolen from restaurants, where they're commonly left on display or unattended.
- Purses/wallet and ID theft happen more commonly at nightclubs and pubs, where similarly bags will be unattended and opportunists will capitalise on this.
- This is the same with laptops, audio equipment, bank cards and other tech or valuables.



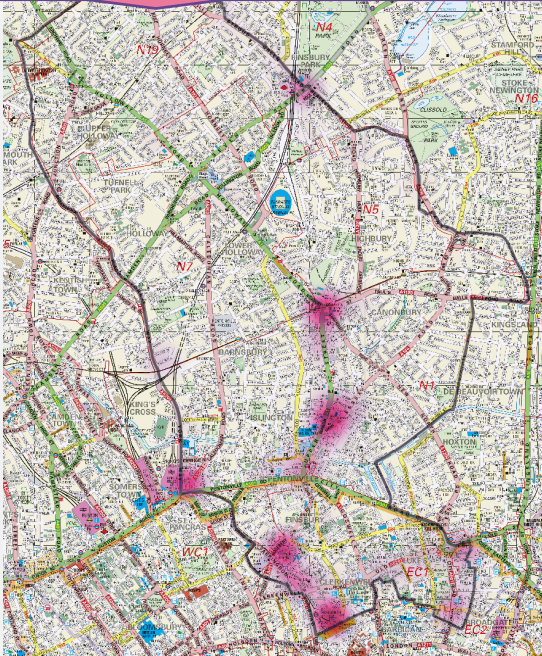
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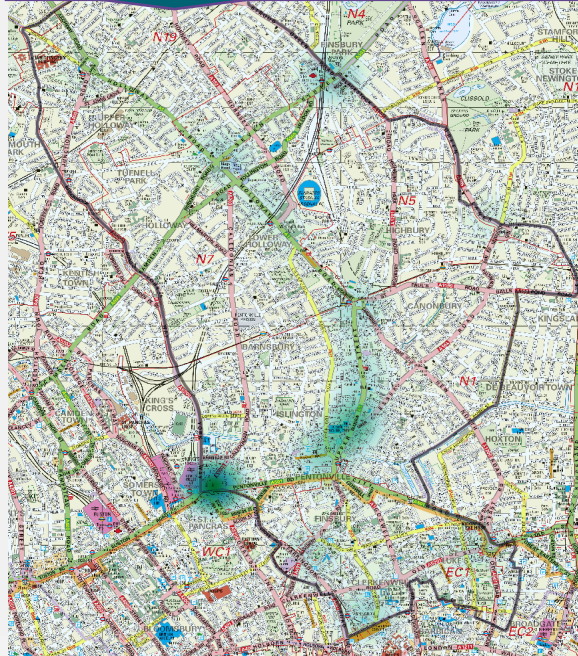
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# Licensed Premises Crime Heatmaps – Premises Types

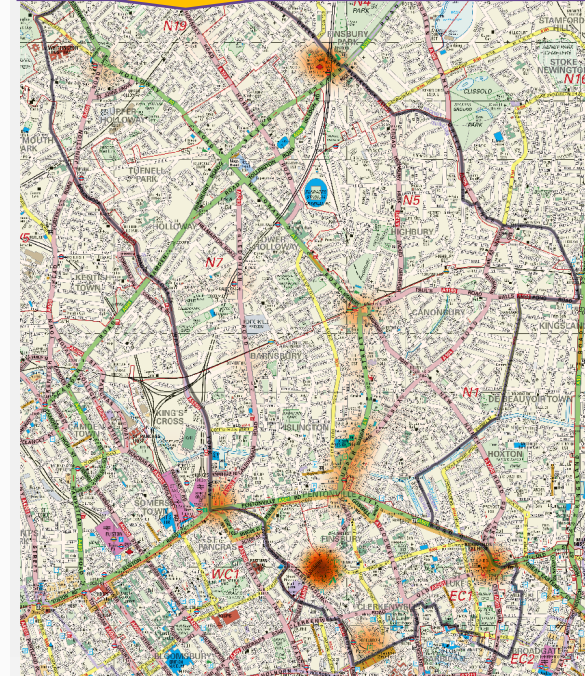
Nightclubs/pubs/bars



Restaurants



Cafes/Coffee Shops



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- The South cluster remains a LP crime hotspot, however it's migrated more towards the south-west as opposed to south-east
- Upper Street has presence in all premises types
- Farringdon and King's Cross seem problematic areas for all premises types
- Farringdon, King's Cross, Upper Street, Finsbury Park, Old Street and Highbury were are the main hotspot areas for all LP crime



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## Appendix 4

### Late Night Levy – Financial Information

#### 1 April 2022 to 31 March 2023

##### Income

Levy Payments received from Late Night Licence holders	£459,551
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##### Expenditure

NTE Policing and Nightsafe Patrol Service	£401,481
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Surplus carried forward to 2023/24	£58,070
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#### 1 April 2023 to 31 March 2024

Estimated Income	£511,115
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Estimated Expenditure	£453,000
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# Imagine Islington Culture Strategy

## 2024-2030

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# Foreword

Culture is a powerful force for positive change. It enhances our well-being, reduces stress, and connects the communities we live in. It helps people to express themselves and feel empowered. It brightens the world around us, attracting visitors and investment. It provides jobs, gives entrepreneurs new opportunities, brings vibrancy to local high streets, and supports hundreds of supply chain businesses.

Islington is a cultural powerhouse, with more cultural organisations than almost anywhere else in the country. We have a huge diversity and richness of culture and communities, award-winning venues like The Almeida and Sadlers Wells, vibrant community organisations hosting a multitude of events and activities, restaurants serving cuisines from around the globe, and heritage woven into our streets, parks, and buildings.

In 2019, we launched the 11 by 11 commitment for every child and young person in an Islington school to have 11 inspiring cultural experiences by Year 11, and we have provided 48,675 cultural opportunities for children since then. In 2023, we secured accreditation for our first Creative Enterprise Zone as part of our wider support for the creative industries in Islington.

Despite this, Islington’s children and young people are the most deprived in London for income deprivation and the borough has the fifth highest proportion of older people affected by income deprivation in England. Brexit, the pandemic, and the rising cost of living have threatened the survival of many of our cultural organisations and have widened the gap between the richest and poorest residents.

Cultural opportunities are out of reach for many local people. They tell us making ends meet is a constant struggle, leaving them with no room in their budget for the cultural experiences that others enjoy. And it's not just about money, it's also about time poverty, location, culturally appropriate activities and not knowing what is on.

As a council, our goal for 2030 is to make Islington more equal. Through this strategy, our ambition is to make the borough a place where everyone, no matter their age or background, can enjoy the benefits that culture can bring to their lives. That’s why this strategy focuses on making sure that people from marginalised backgrounds or with low income can access the diverse range of cultural opportunities available in Islington.

Together, the Council and cultural organisations must work to make sure culture continues to define Islington, as a destination, attracting visitors from across the world, and, as a home, where people of all backgrounds and heritage feel they belong and can be creative.

Local people also want to make change happen, and together we need to make it possible for everyone to have a hand in shaping the places where they live.

Come join us on this journey to turn Imagine Islington into reality! Let’s make our borough a place pulsating with creativity, full of inspiring spaces where everyone feels at home. Let’s make this a place where culture enhances our society, and every day brings a chance to explore and express yourself.

**Councillor Roulin Khondoker**  
Executive Member for Equalities, Culture, and Inclusion

One local person we spoke to puts it like this:

**“Culture is something that is already in everybody’s life – through cooking, through gardening, through telling their own stories – and no one needs to change who they are to get involved in cultural activities”.**

# Introducing Imagine Islington

## What do we know about culture and creativity?

In this strategy, we take a broad view of culture and creativity, following the lead of the Let's Create Strategy by Arts Council England (ACE).<sup>1</sup> We believe that, by opening up our idea of what culture is, we can better reflect what local people want, how they identify and what they are passionate about.

### What is culture?

Culture means different things to different people. It can mean doing things that let us be creative - like music, art, fashion - or enjoying the pleasure of other people's creativity. It can mean expressing and celebrating our ideas, identity, heritage, and traditions. Culture can also be about connecting with the world around us in a meaningful way and feeling safe, like we belong.

### What is everyday creativity?

Creativity is how people use their skills and knowledge to imagine or make something new or do something in a different way.<sup>2</sup> Everyday creativity is something that everyone can be a part of, whether at home or in the outside world. You might have a hobby or passion, such as crafting or gardening, or you might enjoy telling jokes. Everyday creativity can make our lives a little more fun or help us find a solution to a difficult situation.

Like the Arts Council, we want to celebrate the creative lives of everyone and make sure that "the creativity of each of us is valued and given the chance to flourish."<sup>3</sup>

## Why does Islington need a culture strategy?

### Why does culture matter?

In recent years, the Greater London Authority (GLA), the Local Government Association (LGA)<sup>4</sup>, Arts Council England (ACE)<sup>5</sup> and the Centre for Cultural Values<sup>6</sup> have all written about why they believe culture is vitally important.

The United Cities and Local Governments (UCLG) [2020 Rome Charter](#) argues that culture is an essential tool to help fight poverty and strengthen communities as a driver of sustainable development<sup>7</sup>. The GLA's [Culture for all Londoners](#) strategy describes culture as something that brings all Londoners together, inspiring and helping people to live more satisfying lives.

"Culture is our city's DNA. It's the thing that binds us all together - both in times of crisis and in times of celebration. Culture is what makes the daytime thrive and the night-time come alive." – Sadiq Khan, Mayor of London

According to the GLA, art on prescription can lead to savings in patient treatment by reducing anxiety and stress, and music therapy has reduced the need for medicine in 67% of people with dementia.<sup>8</sup> In other words, arts and culture can ease the pressure on healthcare services.

Culture can help local people to make changes in their lives and communities. Meeting people through cultural activities can help anyone, no matter where they come from, get a new job, volunteer in the community or just find more fun stuff to do. The more people know and feel connected to each other, the less they feel lonely and the more they feel like they belong.<sup>9</sup> This can lead to less crime and more people getting involved in activities that can make Islington a better place for everyone.

## **What can culture do for Islington?**

The cultural and creative sector is an important part of Islington's economy, providing 8% of jobs in the borough<sup>10</sup>, but, with increasing pressure from rising rents and the conversion of affordable workspaces into alternative uses, many artists and small businesses in Islington are being forced to relocate. The number of Arts Council England regularly funded organisations in Islington will have fallen from 36 in 2010 to 15 by the end of 2024.

Cultural organisations and the Council can work together to help the sector to thrive. We can grow audiences by encouraging more people from outside and inside Islington to find out about the great cultural experiences they could have in the borough. By working together more closely, we can make sure that a wider range of people get to experience cultural activities, especially those who haven't had many opportunities previously.

Although people often think of Islington as a place of great wealth, it is the 6th most deprived local authority in London, and 27.5% of the Islington residents are facing income deprivation, compared with 21.3% in London as a whole.<sup>11</sup> If someone isn't healthy or has a disability, it can be harder for them to do the things they enjoy, and they can miss out on the many cultural activities happening in the borough.<sup>12</sup> This plan is about making sure everyone in Islington, especially those from marginalised backgrounds, can get involved in activities that benefit them.

Cultural activities can help people of all ages and backgrounds learn transferable skills and get into employment in any sector, and we will improve the pathways for them to find jobs in the creative industries, if they wish. Our vision for culture in Islington matches the GLA's ambitions to invite more diverse people into experiencing and creating culture, to invest in creative Londoners, especially young people, and to help cultural organisations grow and thrive.<sup>13</sup>

## **What is the vision?**

Our vision is for a more equal and connected Islington, where everyone can celebrate the joy of everyday creativity and experience the cultural activities they love.

The lives of Islington people of all ages are enriched every day by culture and creativity reflecting who they are, where they come from and who they could become.

When we create together, we make links which bridge generations and communities and make positive changes happen.

## What does the Imagine Islington vision mean for you?

If you live in Islington, this means that you will have more opportunities to do things you love and be creative. You will also be able to learn about different cultures, their heritage and traditions, and you will be able to feel safe and welcome in Islington, no matter who or how old you are, or where you come from.

If you are an Islington cultural organisation or business, this means we can work together and support one another, to deliver accessible cultural and creative activity to all local people, particularly for those who need it most.

If you are a visitor to Islington, this means we will give you a reason to visit and re-visit our borough to enjoy its vibrant cultural scene, see amazing art, experience its diversity, try delicious cuisine and stroll through its rich history.

## Imagine Islington Aims

Imagine an Islington where everyone feels like they belong and where everyone has a fair chance to reach their full potential. Culture can play a key role in empowering all local people to realise their aspirations. This could be anything from feeling a stronger connection to their community and improving their health and well-being to learning new skills or getting a job.

We know that this is out of reach for many people in the borough. That's not fair, and we want to change that. We want to make sure that people who find it difficult to get involved in cultural activities, such as those from marginalised backgrounds, can enjoy creative experiences. This means tackling barriers like lack of money, lack of time to travel to and attend activities and not knowing what's on and where.

We've spoken and listened to the community and the culture sector, and this has helped us create a plan to enable everyone to have the opportunity to be creative, celebrate their own culture and enjoy other cultures.

At the heart of this strategy is the Council's Islington Together 2030 ambition to make Islington a more equal place. That is why we have organised the Imagine Islington aims into five themes which link to the five priorities of the [Islington Together 2030 plan](#): [Child-friendly Islington](#), [Fairer Together](#), [A safe place to call home](#), [Community Wealth Building](#) and [Greener, healthier Islington](#).

## Imagine Islington Themes

### 1. Connecting Communities

We want people to come together to be creative or enjoy other people's everyday creativity, helping people from different backgrounds and heritage to learn from each other and understand each other better. We will support organisations to understand the needs of local people and have the resources to deliver in environmentally sustainable ways.

## 2. Health and Wellbeing

We want to help people improve their health and wellbeing through creativity. We want people to know about all the activities they can do, so they can find something that makes them feel happy and healthy.

## 3. Children and Young People

Every child and young person in Islington should have the chance to do whatever cultural activities they enjoy and discover new ways to be creative, both in school and outside of school. These activities help children to grow and learn about themselves and others and to develop the skills they need to succeed in life.

## 4. Inspiring Spaces

We want Islington to be filled with inspiring spaces – like venues, parks, community centres, libraries, and streets - where people can experience culture and their heritage. Our spaces should be low carbon, safe and welcoming for everyone and be accessible to people of all ages and abilities.

## 5. Creative Enterprise and Pathways

We want to make sure that Islington is home to an ambitious, dynamic and resilient creative sector, where organisations can grow sustainably through business networks and attract audiences from near and far. We want to help people of all ages and backgrounds to develop skills, improve their employment opportunities and create clear career pathways into the creative sector.

We will achieve these aims through **co-creation** and **partnership working**. We've made sure that local people, organisations, and businesses have had a say in shaping this strategy by talking to them and involving them in the writing, and it will be made real by everyone working in partnership, sharing ideas, plans and resources.

# Understanding Islington

## How have we developed this strategy?

We want to make Islington a fairer place for everyone, and we're determined to do that by working with and listening to our different communities. We want to understand their different experiences and heritage, so that we can come up with ideas together that will really make a difference. That's how we made this strategy, and that's how we'll put it into action.

The Centre for Cultural Values points out that often people talking about culture don't consider a wide enough range of views.<sup>14</sup> So, we set out to talk to the people who live, work and study here in as many ways as possible. We went to people where they were, to make it as easy as possible for everyone to have their voice heard and listened to, and we paid particular attention to communities that aren't often heard.

We brought different groups in Islington together to work on this strategy. We asked people who help the community and people who work in arts and culture to join forces. They helped us make sure the strategy is right and that it works for everyone.

We held two online surveys for local people and businesses so they could tell us what they love to do and the barriers they face. We created spaces in more than 20 creative workshops for people to have fun while talking about what culture means for them. We chatted to people in community centres and libraries and at pop-up stalls across the borough from Chapel Market to Gillespie Park.

We also looked at regional and national evidence to help us understand what cultural organisations need to keep making creative things happen in the borough.

In total, we listened to what almost 1000 local people and organisations said about their hopes for culture and creativity in Islington to help us decide together the focus of Imagine Islington and what we need to do to make it reality. We know this is only a small proportion of the people that make up Islington, and this is just the start of our conversations with the community to learn about what they need and work out solutions.

## What do we know about the borough?

### Islington's population

Islington is a small, densely populated, inner London borough with a growing, diverse, and relatively young population. It's a borough of stark contrasts. On one hand, lots of people in this borough are struggling to make ends meet. They may be on benefits or out of work for a long time, and many of them are sick or have a shorter life expectancy. But there are also some much wealthier people in the borough, and many people see it as a place where celebrities live, with expensive shops and restaurants.

We are lucky that Islington is a place where lots of cultural and creative activities happen and people of all kinds of backgrounds can celebrate their identities and heritage, but we know that most residents in the borough struggle to do what they love, because of their circumstances, and this is what we want to change.

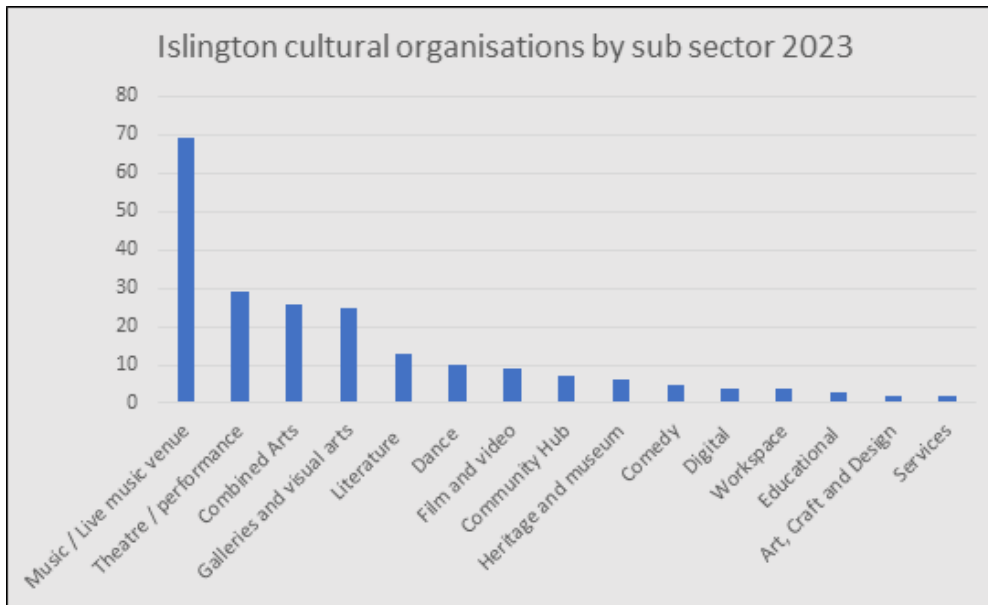
### Key facts *(Infographics)*

- The population of Islington is estimated to be 247,463 in 2023. This is an increase of approximately 20% (41,178 people) since 2011.<sup>15</sup>
- Poverty is an issue in every part of the borough: 27.5% of the Islington residents are facing income deprivation, compared with 21.3% in London<sup>16</sup>.
- Islington is the most deprived borough in London for income deprivation affecting children, and fourth highest for income deprivation affecting older people.<sup>17</sup>
- 21% of Islington school pupils have some form of Special Educational Needs. This compares to 16% for London and 17% for England.<sup>18</sup>
- There are 3,925 people in Islington living with a serious mental illness.<sup>19</sup>
- Only 13% of the borough's land is green space, the second lowest proportion of any local authority in the country.<sup>20</sup>

- 40% of Islington residents were born outside of the United Kingdom compared to 17% in England and Wales.<sup>21</sup>

## What do we know about Islington’s cultural sector?

### Who are our cultural organisations?



There are more cultural organisations in Islington than in almost any other area of the country.<sup>22</sup> The council’s database of 214 culture organisations gives a snapshot of the cultural sector in the borough.<sup>23</sup> The diagram below shows how those organisations break down according to

type of artform. Music-related organisations are the biggest category – there are almost 70 live music venues, clubs and recording studios. There are also lots of theatres, galleries, museums and combined arts organisations.

Islington has many Arts Council England regularly funded National Portfolio Organisations (NPOs) and Investment Principles Support Organisations (IPSOs); only Camden, Southwark, Hackney, Tower Hamlets, and Westminster host more NPOs/IPSOs. You can see the full list of current NPOs and IPSOs below:

- |                                       |   |
|---------------------------------------|---|
| Almeida Theatre Company               | National Youth Jazz Collective          |
| Aurora Orchestra                      | National Youth Theatre of Great Britain |
| Company Three                         | Paines Plough                           |
| Contemporary Art Society              | Poet in the City                        |
| Crafts Council                        | Royal Philharmonic Orchestra Ltd        |
| Cubitt Artists Limited                | Sadler's Wells                          |
| Film London                           | Serious Events Limited                  |
| Libraries Connected                   | Sinfonietta Productions Limited         |
| Marsm                                 | ZooNation: The Kate Prince Company Ltd  |
| National Assoc. for Gallery Education |   |



We should be careful not to take for granted the cultural wealth in Islington. We need to bear in mind that the number of ACE regularly funded organisations in Islington has fallen dramatically from 36 in 2010 to 19 at present. That number will fall still further to 15 in 2024, when Libraries Connected, National Association for Gallery Education, National Youth Jazz Collective and Paines Plough move out of the borough as part of the Arts Council funding shift out of London to meet the government's Levelling Up objectives.

The shift of ACE funding out of London is likely to mean that marginalised people in Islington have less opportunities to get involved in cultural activities. We want to make sure that everyone in Islington has the same chances, no matter what their background, and we will stand up for local people to make sure that the government and other organisations continue to pay attention to the stark inequalities that exist in the borough.

## **Key facts** *(Infographics)*

- Islington's cultural sector attracts £81m p.a. to the borough.
- In 2023, ACE invested over £11.4 million in Islington arts and cultural organisations via various grants, including £10.2 million for National Portfolio Organisations, £625,000 in National Lottery Project Grants and £550,200 in Strategic Funds.
- In 2022, 6,029 of the 216,589 jobs in Islington were in the Arts, Recreation and Entertainment sectors. A further 12,650 jobs exist in the creative sector.
- Current evidence indicates the overall cultural workforce reflects Islington's population, but the ACE 2018/19 annual survey showed only 11% of Islington's NPO's were led by leaders from Black and Minority Ethnic groups, and only 4% were led by someone from the LGBTQ+ community and the disabled community.
- Individuals and organisations receiving ACE Lottery Project grants are more diverse, with Black, Asian, or other Minority Ethnic groups, women, LGBTQ+ and disabled led individuals and organisations receiving a more proportionate amount of funds relative to the demographics of Islington.

## **What are the challenges facing cultural organisations?**

### **Rising costs and falling income**

A survey<sup>24</sup> of Islington arts and culture organisations in Summer 2023 found that they face lasting problems which have got worse because of the COVID-19 pandemic and rising costs. It's getting harder for local arts and culture organisations to raise money because more and more funding is going to places outside of London.

### **Skills gap and unclear pathways**

It's difficult for arts and culture employers to find and keep skilled workers. They often have to look outside of Islington to find the best people with the skills needed to work in the sector. Employers may also be hesitant or unable to take on apprentices because apprenticeship programs are complicated and it takes a lot of resources to train new people in their workplaces. Pathways for people to get into the sector are unclear and need to be easier to find.

### **Leadership is not diverse**

Although it seems the diversity of people working at Islington cultural organisations generally reflects the people who live in Islington, we need to find ways of improving opportunities to progress into senior leadership roles for people with protected characteristics.

### **Not enough affordable spaces**

It's a constant struggle for arts and culture organisations to find and keep affordable places to work and do their activities in Islington. This has led to some organisations closing and others moving to another borough.

All these challenges have been made worse by a lack of local networks and knowledge about the sector.

The Islington Culture Sector Survey 2023<sup>25</sup> report says that cultural organisations need support in the following areas:

- Stronger local networks
- Support to access funding
- Support on data and impact measurement
- A regulatory environment (licensing, planning, street closures etc) that nurtures cultural businesses and the night time economy, encouraging experimentation and a broader reach into Islington's communities.

### **Who attends cultural events in Islington? (Infographics)**

We don't know exactly who makes up the audience for cultural activities in Islington, but we do know that, nationally, people who have health problems or come from poorer families are less likely to get involved in arts and culture.

We talked to people in Islington in Spring and Summer 2023, and we heard that one of the biggest reasons people don't get involved in cultural activities is because they can't afford it. We need to keep talking to people to learn more about this and build our evidence. In the meantime, if we assume that Islington audiences are similar in make-up to London's as a whole, the comparison will look like this:

<b>London Audiences</b>	<b>Islington Population (ONS)</b>
83% over 35	46% over 35
16% Black, Asian & Ethnically diverse	31% Black, Asian & Ethnically diverse
8% Disabled	10% Disabled

Almost 47% of the Islington population spent time doing a creative, artistic, theatrical or music activity or a craft in the last year, with only the City of London and Richmond-upon-Thames residents being more active. Almost 69% of the borough's residents attended a cultural event, performance, or festival in the last year, with only the City of London, Richmond-upon-Thames and Hammersmith and Fulham attending more. 44.4% had used a public library service in the last year, 70.6% had attended a museum or gallery and 30% had been to a dance performance.<sup>26</sup>

## What have we heard from our communities?

To get a better idea of what a shared vision for culture in Islington might look like, we decided to explore what culture and creativity really feels like for local people. Through the Imagine Islington engagement programme, we delved deeper into what culture means to Islington people and what helps and stops people doing what they love. We asked people for ideas of how we could work together to build a place where everyone can enjoy the benefits of culture and creativity.

From surveys and workshops to singing sessions and theatre, we listened to people in our communities. You can find out more about our full engagement programme and methodology in Appendix A.

We surveyed 300 local people to find out a sample of what cultural, creative and leisure activities you love to do (*infographic/visual*).

- Survey respondents told us they enjoy a **wide variety of different activities**, with the most common responses being:
  - **Outdoors or nature activities (41%)**
  - Drama and theatre (25%)
  - Museum, galleries, or archives (25%)
  - Cinema (23%)
  - Music (22%)
  - Sports e.g., Physical activity or sporting events (20%)
- The most frequent responses for **why** survey respondents do activities were:
  - **Supporting physical and mental health (83%)**
  - Spending time with friends and families (64%)
  - Developing skills and knowledge (54%)
  - Connecting with people across communities (47%)
- The biggest **barriers** to cultural activities overall were people **not knowing what is available** (40%), activities being **too expensive** (35%) and people **not having enough time** (32%).
- Most commonly **people do activities at home** (72%), at **cultural organisations** like museums and theatres (64%) and in **parks and adventure playgrounds**. Libraries, and community centres were also key locations.

We heard about a rich, diverse range of experiences from local people through the survey, alongside targeted creative workshops and focus groups. Several key messages emerged, including (*infographic/visual*):

- Most people we asked **agree that Islington is a place where everyone can enjoy cultural activities**, but some people felt **excluded** from doing what they love or celebrating their culture.
- Many people **don't know what opportunities are on offer or can't afford them**.
- **Disabled people, people from low socio-economic backgrounds and migrants** said key barriers to getting involved were **mental health and anxiety, feelings of safety and belonging** and **a lack of support and connection** – for example transport, time, language and childcare.
- Local people, the council and cultural and community organisations said that culture was key to support **physical and / or mental health and wellbeing**. People also highlighted the **importance of greenspaces and outdoor cultural activity**.

- Children and Young People of school age have good cultural opportunities, but there are **gaps in delivery for those under 5 and over 26**, particularly for those from **more marginalised groups**.
- **Identity and belonging are key** when people talk about culture and what they want to see happen, particularly for specific **age groups, ethnicities, and disability access**.
- We need more **relationship building and joined up working** between council services as well as with cultural and community partners.

## A snapshot of Islington stories

“I took part in the Jazz, funk, fusion and afrobeat band hosted by Music Education Islington. I saw fliers up in my school about them and one of my friends had gone already so I knew a little bit about what the experience would be like.

I would say the band had a pretty big impact on my life. It boosted my confidence and self-esteem in performing in front of crowds and just people in general. I also learned different types of scales and got training you wouldn't really experience in other clubs/bands. The band taught me the experience of performing with other players and band etiquette that you can only learn from experience, it helped me to make new friends, learn about new people, instruments step out of my comfort zone and overall was just so much fun.”

**Anonymous**, Islington Young Person participating with Music Education Islington

“I came to Mind because of a road accident. A friend encouraged me to come to Mind. It helped me to get out of the house and to get involved with art and creativity.

I've done painting, drawing and have been learning the piano.

It has made me feel good. It has helped me to get out of the house and be active. After the road accident I was mainly at home. Taking part in the art activities enabled me to feel part of the group and to connect with other people. I have socialised, which has been really nice, because I have felt welcomed.”

**Anonymous**, Islington Resident participating with Islington Mind

Tony participates in *Well Versed*, an All Change weekly creative programme with older people. The group collaborate with professional artists, write and perform poetry, take part in improvisation, dance and music. They have performed original work at local venues such as Almeida Theatre and Arsenal's Emirates Stadium. They curate and host Rub-A-Dub Caribbean socials and Block Parties in care homes; and take part in intergenerational projects with UAL students, local young women, children at local adventure playgrounds, and beyond.

*"The most significant change for me, within and without... is that my 'Celebrity Status' – both in my 'local' pub and the wider community, has improved significantly – although I refuse to give autographs! I feel closer to my niece, friends, and neighbours – because they have been invited to come along – to see me perform and join in. I bump into some of the people who I have performed with and that means something special to me."*

## Tony's Story



## How to make culture part of everyone's life

Islington's vibrant cultural scene is full of potential but making it truly accessible to everyone requires collaboration. Cultural organisations are eager to get more local people involved in their activities, particularly those from marginalized communities. However, they need support to do this effectively.

Working together is key. The Council, cultural groups and community organisations need to collaborate closely to strengthen the cultural sector and make Islington a destination, which will attract visitors and give businesses the resources they need to thrive.

A thriving cultural sector can put more energy into making cultural activities a natural part of all local people's lives, more than just an occasional visit. Together, we need to make sure cultural organisations have the information, support and connections they need to reach more marginalized communities.

By working together, we can create a richer, more inclusive culture for everyone, where everyone has a chance to participate.

# Priority Programmes

## Connecting Communities

### What do we want to achieve?

We want people to come together to be creative or enjoy other people's everyday creativity, helping people from different backgrounds and heritage to learn from each other and understand each other better. We will support organisations to understand the needs of local people and have the resources to deliver in sustainable ways.

### In the words of local people and a local organisation:

"Need to publicise not just on the internet, but important to talk to people, go to places to engage with people and let them know what is available."

"Sadlers Wells is always broadening its reach in the community, from our work with schools, working with special educational needs groups through Breaking Convention and our Company of Elders, an older people's dance group. But post-pandemic recruitment has remained a challenge."

"If activities are local and cheap or free, there is nothing that stops me. I can't do things that are expensive or far away."

### already doing?

### What are we

- **Islington Life** – An online and print magazine which features blog posts about Islington people and organisations as well as a 'Things to Do' page listing upcoming events.
- **Find Your Islington** - An online directory bringing together local support, services, and things to do in your community, whether you are living, visiting, or working in Islington.
- **Equality Events** - A year-round celebratory and commemorative public events programme led by Islington Council, for all residents and specific communities.
- **Arts on the Estates** - A programme that helps local people engage in arts activities close to where they live in community centres and partner venues on Islington estates.
- **Heritage Service Events and Community Engagement** - Islington's heritage brought to life with local people exploring stories of our communities, which are preserved in buildings, in traditions or songs, in documents and objects.

### What else will we do?

- **Love Your Islington** - We will talk to people who live in Islington to find out how they hear about things happening around them, and then we'll make it easier for everyone to get the information they need to get involved in local activities.
- **Growing Culture Funding Pot** - A new programme to give money to residents, artists and organisations to run free events and activities, especially those aimed at people who may not have had many chances to get involved in arts and culture.
- **Connections** - A new programme to help Islington Council staff and key workers understand how culture and creativity can help the local people that they work with.
- **The Imagine Islington Network & Roundtable** - A new network open to anyone interested in culture and creativity, where people can gather, share information and plan how to make even more exciting work together.

# Health and Wellbeing

## What do we want to achieve?

We want to help people improve their health and wellbeing through creativity. We want people to know about all the activities they can do, so they can find something that makes them feel happy and healthy.

## In the words of local people:

“There's a big issue of loneliness and social isolation and being supported to attend activities and events in the community would help with that.”

“Separate classes made specific to cater to the needs of those with disabilities so they can feel included in community activities that also will help them meet people similar to them.”

“Having regular, free/low-cost access to services would drastically improve wellbeing and maybe even prevent going to the GP in the first place. I'm not saying GPS can't prescribe activities, it just shouldn't be the only way to access them”.

## What are we already doing?

- **Parks for Health Strategy** - The Council invests in parks and works with voluntary and community organisations and health partners to offer a range of different programmes including Green Social Prescribing.
- **Active Islington Strategy** - Focusing on the borough's least active residents, supporting groups who are traditionally less likely to take part in physical activity, and promoting physical activity to support mental health and help people prevent or manage long-term conditions.
- **Islington Libraries: Books for Health** - Islington's libraries provide a comfortable environment for residents to read, select books, access information, study and take part in a range of free regular activities which support their health and wellbeing.
- **Bright Lives** - An early help service where adults can get 1-1 coaching support for up to six months to build resilience, independence, and wellbeing.
- **WE Heal Fund** - A grant programme for individuals and organisations to deliver participatory arts which aim to improve the mental, emotional, and physical wellbeing of Islington women and children who have experienced violence.

## What else will we do?

- **Pop-up Arts at the Park** - We are bringing more cultural activities to parks and green spaces to add to the existing Green Social Prescribing offer and other Parks for Health activities like walks and gardening.
- **Islington Creative Health Zone** – We will make Islington a Creative Health Zone to help local people to improve their health and wellbeing through creative early intervention, working together with the Islington Borough Partnership and leisure partners, alongside Islington Public Health, Adult Social Care and Children's Services.
- **Targeted programmes for Arts, Health and Wellbeing** - Local people and organisations will be able to apply for funding through the Growing Culture Funding Pot to do arts and cultural activities aimed at people from marginalised groups.

# Children and Young People

## What do we want to achieve?

Every child and young person in Islington should have the chance to do whatever cultural activities they enjoy and discover new ways to be creative, both in school and outside of school. These activities can help children grow and learn about themselves and others and develop the skills they need to succeed in life.

## In the words of local people:

“Generally, you're really stuck if you don't know what's happening for children and young ... We need to make it easier for families to know what's happening.”

“All children should be offered extra-curricular activities in every state school not just a select few”

“Have more intergenerational events. Connect more with the community and work with them to make Islington a fun place where we learn together.”

## What are we already doing?

- **11 by 11** - A commitment for all children and young people attending a school in Islington to have 11 outstanding cultural experiences by Year 11. It also provides activities for targeted groups of young people in more challenging circumstances up to age 19.
- **Youth Offer** - Islington has a range of facilities and services for young people, including 12 adventure playgrounds, youth hubs, and loads of clubs and groups.
- **Music Education Islington** - The Music Education Hub for the London Borough of Islington, led by Islington Council and Guildhall School of Music & Drama, in partnership with Music in Secondary Schools Trust and leading arts organisations and funders.
- **Children in Need programme** - Together with the Virtual School, the Council delivers targeted creative projects for children and young people with allocated social workers.

## What else will we do?

- **11 by 11 Plus** - We will widen what 11 by 11 does, improving the links between secondary schools and youth providers to help get children motivated to attend school and learn. We will expand provision for early years settings, working with children 0–5 years old.
- **North London Music Hub** - Music Education Islington will join a wider partnership of London boroughs – Camden, Haringey, Enfield, and Barnet – to create a North London Music Hub with more opportunities for children and young people to progress in learning.
- **A Creative Family Friendly Islington** - We will help families, particularly those who might have a harder time getting involved in arts and culture, to do free and affordable activities, supporting the Council's 2030 goal of a borough-wide Child Friendly Islington.



# Inspiring spaces

## What do we want to achieve?

We want Islington to be filled with inspiring spaces – like venues, parks, streets and leisure centres - where people can experience culture and their heritage. Our spaces should be low carbon, safe and welcoming for everyone and be accessible to people of all ages and abilities.

## In the words of local people:

“Help to make more use of underused spaces - including churches and chapels.”

“Giving more space to smaller community-based festivals. Don't know where to start to organise something myself - finding out about those things as they are happening is difficult. Finding venues to run things...everything is high cost for people to book as community groups.”

“Such a lovely Borough... could put so much more on display!”

## What are we already doing?

- **Islington Community Festivals Fund** - A three-year grant fund for borough wide arts-led festivals to deliver innovative, community-focused events where people of every background can participate and celebrate together.
- **Islington Council Venues Community Free Hire Scheme** – A yearly programme of free hires of Islington Assembly Hall and Town Hall Rooms for Islington community groups, schools and colleges, arts, and cultural organisations.
- **Islington Film Office** – The Film Office promotes Islington as a location for internationally renowned production companies to shoot TV programmes and films.
- **Supporting the night-time economy** - Islington Licensing and the Local Economies team work to support local businesses to thrive, as well as be compliant and well-regulated, run safely and inclusively, working in partnership with the council and the community to make a positive contribution to our Borough.

## What else will we do?

- **Public Art** - New guidelines for people who want to commission public art, with funding dedicated to creating safer, more connected communities, enhancing local environments and heritage and making Islington neighbourhoods nicer places to live.
- **Creative Places** - Affordable spaces for artists, studios and events will fuel a vibrant creative scene. Partnerships with creative, culture and leisure organisations will boost Islington's day and night-time economies, attract visitors and create places where people of all backgrounds can relax, have fun and feel safe.
- **Easy Events** - We'll collaborate across Council departments to streamline event planning for residents and organisations, so they can host safe, inclusive and sustainable events.
- **Made in Islington Festival** - Local cultural organisations will lead an annual month-long festival of arts and culture featuring work made by, with and for local people.
- **Community Festivals Development Programme** – We'll build on the existing Community Festivals programme to help local people become Community Producers, supporting them to start and develop their own community events and festivals.

# Creative Enterprise and Pathways

## What do we want to achieve?

We want to make sure that Islington is home to an ambitious, dynamic and resilient creative sector, where organisations can grow sustainably through business networks and attract audiences from near and far. We want to help people of all ages and backgrounds to develop skills, improve their employment opportunities and create clear career pathways into the creative sector.

## In the words of local businesses and people:

“At National Youth Theatre, we develop opportunities for young people. With many accessing our provision from challenging backgrounds, this means focusing on pastoral care as much as it does on skills.”

“I'd like to see more affordable short courses where people can come away with new learning. Getting something out of it. There's not as much adult education as there used to be.”

## What are we already doing?

- **World of Work** – Working with schools and colleges to support young people aged up to 18 to explore career paths in the creative industries, through workplace visits, careers talks and work experience.
- **Local Economies** – Working with businesses to organise events and promote activities in Islington town centres which showcase the best of local talent and bring communities and visitors together to experience cultural activities
- **LIFT** - Islington, Camden, Hackney, and Tower Hamlets councils work together to support residents from underrepresented backgrounds to find jobs and training, and start and grow businesses in the thriving creative, tech and science sectors, including digital media and gaming.
- **Cultural employment partnerships** - Working in partnership with National Youth Theatre to develop a careers carousel programme supporting young people who are NEET and with Small Green Shoots to give 18–25-year-olds eight weeks of bespoke training, workplace visits and an Arts Award qualification.

## What else will we do?

- **Escalate Creative Careers** – We'll work with employers and training providers to help local people of all ages in Islington to find mentors, training great jobs and careers in arts, culture, and heritage organisations, using platforms like the iWork employment portal and our Youth Employment Hubs.
- **Creative Learning for Adults** – Through Islington's Adult Community Learning platform and centres in libraries and hubs, we'll support local people looking for jobs in the creative sector by providing training, practical support and learning resources.
- **Archway Creative Enterprise Zone** - Islington Council will receive £70,000 from the GLA, matched by approximately £200,000 of its own funding, to support the creative sector in the Archway area – with a focus on grassroots organisations.
- **Creative industries strategic framework** – Islington Council will develop a business-focussed strategic framework for the creative industries, identifying where we can work together to support, strengthen and promote the sector in Islington and beyond, to ensure that its economic and social benefits are sustained and can grow.

# Our next steps

## Delivery Plan

We'll be rolling out our plans for Islington's cultural transformation over the next six years. We've broken it down into three two-year phases, with Phase 1 starting in January 2024 and ending in December 2025. After each phase, we'll talk to local people about how it is going so far and make any adjustments needed for the next phase. All of the projects will be up and running by June 2025. Check out the diagram below to see when each program will start.

### Imagine Islington Programme Start Dates:

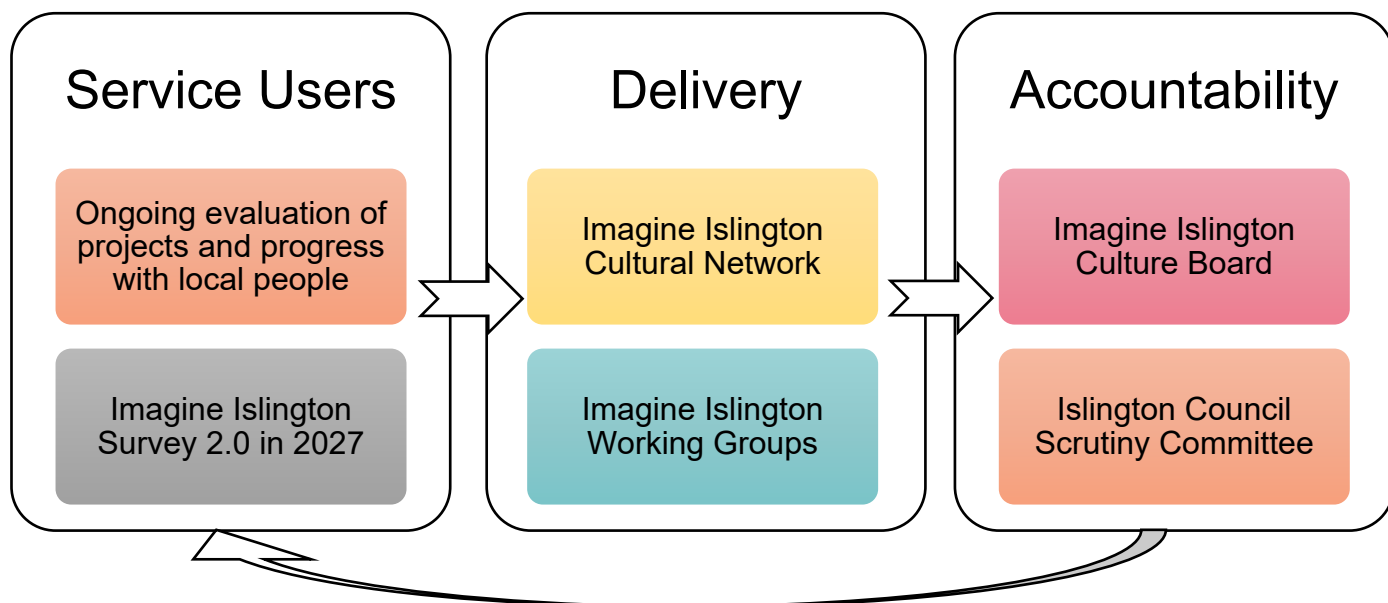
Theme	2024				2025			
	Jan – Mar	Apr – Jun	Jul – Sept	Oct – Dec	Jan – Mar	Apr – Jun	Jul – Sept	Oct – Dec
Connecting Communities		The Imagine Islington Network Online		Love Your Islington Comms Approach	Growing Culture Funding Pot		Connections	
Health and Wellbeing					Targeted creative programmes for Arts, Health, and Wellbeing	Pop Up Arts in Parks		Islington Creative Health Zone
Children and Young People			11 by 11 Plus North London Music Hub	A Creative Family Friendly Islington				
Inspiring Spaces		Public Art Policy	Easy Events Made In Islington Festival		Creative Places		Community Festivals Development Programme	
Creative Enterprise and Pathways	Archway Creative Enterprise Zone (began pre 2024)			Creative Learning for Adults	Escalate Creative Careers programme	Creative industries strategic framework		
General Delivery	Present to Executive	Imagine Islington Culture Strategy Launch	Fundraising Governance begins (including Roundtable)	Monitoring and Evaluation Framework				

## How will we monitor progress and be accountable?

This strategy will always be a work in progress. It's meant to get us all on the same page, make sure we're doing what we said we would do and help us track our progress.

We know that keeping up with the conversations and working together, like we did to write this strategy, will be important for understanding how it's affecting local people and organisations in Islington. We'll use meetings, forums, and evaluations to make sure we're on track with our planned programmes.

The picture below shows how we'll manage our strategy and make sure it's working. We'll keep checking in on the strategy to make sure it meets everyone's needs over the next seven years.



### **Ongoing evaluation of projects with local people**

We will create an evaluation plan to see how well the Imagine Islington priority programmes are doing and help us understand how they are affecting people in Islington. We'll use this plan to listen to people and find out what they think about the projects, so that people are getting the most out of them.

### **Imagine Islington Survey 2.0 in 2027**

In 2027, halfway through the delivery period, we will survey local people and organisations again to see how well we have been doing since 2023.

### **Imagine Islington Culture Network**

The network is a forum for the all people interested in developing culture – residents, cultural organisations, community organisations and Anchor Institutions - to come together to share good practice and discover new ways to collaborate.

### **Imagine Islington Working Groups**

We will create five workstreams to oversee the delivery of the five priority themes. These groups will meet twice a year and will report to the Imagine Islington Culture Board.

### **Imagine Islington Culture Board**

This is the main strategic governance group for the Strategy and will meet twice a year. Membership will include people from the community sector as well as the cultural sector, along with representatives from Islington Council and education settings. Members will be recruited through an application process.

### **Islington Council Scrutiny Committee**

We will report on this Strategy to one of the Islington Council's Scrutiny Committees.

# Getting Involved

We want people in Islington to help us make this strategy work. We want to hear from people of all ages and backgrounds, so we will be talking to them regularly and asking them to get involved in making decisions.

If you would like to stay up to date, please visit [our webpage](#) for the latest information about the strategy and our actions.

If you have any questions or would like to speak to the Cultural Enrichment team, you can contact us via email at [culture@islington.gov.uk](mailto:culture@islington.gov.uk)

# Appendices

## Appendix A – Action Plan

### Connecting Communities

#### What do we want to achieve?

We want people to come together to be creative or enjoy other people’s everyday creativity and build new connections across communities. We will support organisations to understand the needs of local people and have the resources to deliver in sustainable ways.

#### Action Plan:

Programme	Objective	Action
1.1 Love your Islington	Make it even easier for people to find out what, when and where cultural and creative events and activities are happening in Islington.	<b>Phase 1 - Listening to people</b> <ul style="list-style-type: none"> <li>Plan with internal services how we will deliver phase 1 and 2</li> <li>Speak and listen to local people to understand the needs of a new communications approach for cultural activity in Islington</li> </ul>
		<b>Phase 2 - Improving our approach</b> <ul style="list-style-type: none"> <li>Develop a regularly updated calendar of key cultural and creative events from internal services</li> <li>Coordinate campaigns for internal events and festivals across a range of platforms and newsletters, such as Estate Electronic Noticeboards</li> <li>Develop and promote a simple way for people to find out about cultural and creative events, based what we hear the needs are from local people, so everyone has access to the information they need to take part</li> <li>Promote Islington as a destination through amplification of external provider activity</li> </ul>
1.2 Growing Culture Funding Pot	Provide more free and affordable activities for local people, particularly those from marginalised groups, through a new grant programme	<b>Phase 1 - Growing Funds</b> <ul style="list-style-type: none"> <li>Work alongside councillors and council services to grow this fund from the existing allocation of Film Service income to include potential income from areas such as S106, CIL (Nov 2023 - ongoing)</li> <li>Align with existing funding sources such as LIF and Islington Giving and new council funding sources such as the new Sanctuary Grant scheme and Community Partnerships micro grants.</li> <li>Work with external funders e.g., City University to develop streams within the growing culture funding pot.</li> <li>Develop systems and processes to deliver the funding programme, which includes Targeted creative programmes for Arts, Health, and Wellbeing</li> </ul>

	<p>supporting cultural and community organisations and artists to deliver free projects.</p>	<p><b>Phase 2 - Launching the Growing Culture Funding Pot</b></p> <ul style="list-style-type: none"> <li>• Shape programmes which bring together generations and communities to celebrate local heritage.</li> <li>• Commission public art in Islington to inspire local people and reflects their shared history and communities.</li> <li>• Promote and deliver Culture Shoots grants for larger projects with a more strategic focus. A resident panel will help to decide who gets the grants.</li> </ul> <p>Develop a database of people receiving money for cultural activities will be hosted on the Council website.</p> <ul style="list-style-type: none"> <li>• Carry out ongoing conversations to grow the fund and allocate money within other existing funds for cultural and creative activities.</li> </ul> <p><b>Phase 3 - Launching the Growing Culture Culture Roots Grants (Small projects)</b></p> <ul style="list-style-type: none"> <li>• Promote and deliver Culture Roots grants for small projects with a very simple application process and quick turnaround time.</li> </ul>
<p><b>1.3 Connections</b></p>	<p>Help Islington Council staff and key workers understand how culture and creativity can help the local people that they work with who find it difficult to take part due to their circumstances.</p>	<ul style="list-style-type: none"> <li>• Launch a Continuing Professional Development (CPD) programme and network for Council services and key workers</li> <li>• Deliver 4 training sessions annually for key workers to increase their understanding in confidence of the benefits of culture and creativity</li> <li>• Develop a SharePoint site which advertises opportunities for internal key workers such as social workers and youth workers to know what targeted opportunities are available for the local people they work with</li> <li>• Evaluate and review process to ascertain future needs and delivery.</li> </ul>
<p><b>1.4 The Imagine Islington Network &amp; Roundtable</b></p>	<p>Improve how the council, community and cultural sectors and residents work together by launching a new Imagine Islington culture network.</p>	<p><b>Phase 1 - Cultural and Community Sector</b></p> <ul style="list-style-type: none"> <li>• Deliver bi-annual roundtables</li> <li>• Provide training and information for individuals and organisations to know what resources are available to support their work</li> <li>• Set up a system for the exchange of best practice</li> <li>• Set up a system to provide latest data and insights on Islington population</li> <li>• Support organisations to give and receive mentoring</li> <li>• Support joint purchasing, procurement and fundraising</li> <li>• Support the development of joint initiatives e.g. employment, skills and training</li> </ul> <p><b>Phase 2 - Residents</b></p> <ul style="list-style-type: none"> <li>• Launch the Cultural Connectors programme, made up of representatives from the local community who will act as ambassadors for culture, channelling the voices of their communities to make sure local people stay involved in how culture is shaped in the borough, including how this strategy is put into action.</li> </ul>

# Health and Wellbeing

## What do we want to achieve?

We want to help people improve their health and wellbeing through creativity. We want people to know about all the activities they can do, so they can find something that makes them feel happy and healthy.

### Action:

Programme	Objective	Action
<b>2.1 Pop-up Arts at the Park</b>	Improve residents Health and Wellbeing by bringing more cultural activities to parks and green spaces.	<ul style="list-style-type: none"> <li>• Bring more cultural activities to parks and green spaces, to add to the existing Green Social Prescribing offer and other Parks for Health activities like walks and gardening.</li> <li>• Make more connections between cultural and community organisations and Parks' teams</li> <li>• Encourage forest schools for all ages, touring performances, and seasonal activities, so people across the borough can get involved in activities close to where they live, at times which are easy for them to schedule.</li> <li>• Work with local people and the Equalities, Heritage, and Community Safety teams to make parks more welcoming and accessible to everyone.</li> </ul>
<b>2.2 Islington Creative Health Zone</b>	Make Islington a Creative Health Zone, working together to help local people to improve their health and wellbeing through creative early intervention,	<p><b>Phase 1 - Consultation and Planning</b></p> <ul style="list-style-type: none"> <li>• Consult with Public Health, Children and Adolescent Health and Adult Social Care stakeholders to develop a stage plan for delivery of Islington Creative Health Zone</li> <li>• Map the current Islington cultural social prescribing offer and identify gaps in provision</li> <li>• Identify Creative Health Champions for Islington in the Council, North London Mental Health Partnership, North London Integrated Care Board, and the main social prescribers in the borough.</li> <li>• Secure fundraising for delivery of Creative Health Zone</li> </ul>
		<p><b>Phase 2 - Delivery</b></p> <ul style="list-style-type: none"> <li>• Help cultural organisations to promote activities which can be available to people through a social prescription menu</li> <li>• Launch and mobilisation with Health and Social Care practitioners</li> <li>• Create a Community of Practice and training programme for people interested in creative health, e.g., personalised care workers, artists, cultural and community organisations, health and social care providers, patients, and researchers.</li> <li>• Create Arts, Health and Wellbeing map to support personalised care workers to help local people easily find out about activities and opportunities near them which they can access through social prescribing</li> </ul>



<p><b>2.3 Targeted creative programmes for Arts, Health, and Wellbeing</b></p>	<p>Provide more opportunities for local people from marginalised groups to benefit from free cultural activities tailored to their needs that support their Health and Wellbeing</p>	<ul style="list-style-type: none"> <li>• Allocate part of the Growing Culture Funding Pot specifically for arts and cultural activities that support Health and Wellbeing outcomes for people from marginalised groups</li> <li>• Prioritised the following groups, based on the Council’s Challenging Inequality findings and other national data: <ul style="list-style-type: none"> <li>• Care experienced children and young people</li> <li>• Carers</li> <li>• LGBTQ+ people</li> <li>• Muslim women</li> <li>• Older Adults</li> <li>• People from Black Caribbean, Turkish, Turkish Cypriot and mixed White and Black Caribbean backgrounds</li> <li>• People with a disability and/or impairment</li> <li>• Refugees, Migrants and Asylum Seekers</li> </ul> </li> <li>• Review priority groups are every two years and make changes as needed to help more people in our communities.</li> </ul>
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## Children and Young People

### What do we want to achieve?

Every child and young person in Islington should have the chance to do whatever cultural activities they enjoy and discover new ways to be creative, both in school and outside of school. These activities can help children grow and learn about themselves and others and develop the skills they need to succeed in life.

### Action Plan:

Programme	Objective	Action
<p><b>3.1 11 by 11 Plus</b></p>	<p>Widen the scope of 11 by 11 by improving the secondary school progression pathways to help prevent children from becoming NEET and expand provision for early years settings working with children from 0–5 years old.</p>	<ul style="list-style-type: none"> <li>• Improve secondary school progression through the Inclusion Pathway to help prevent children from becoming NEET</li> <li>• Make links between schools and organisations providing out of school activities.</li> <li>• Expand provision for early years settings working with children from 0–5 years old</li> <li>• Deliver additional projects for targeted groups of young people up to age 19, such as care experienced children and young people.</li> <li>• Continue to develop new relationships with a wide range of providers</li> <li>• Encourage organisation to hire artists from a wider range of backgrounds</li> <li>• Increase number of activities led by community organisations and cultural heritage groups.</li> </ul>

<b>3.2 North London Music Hub</b>	Develop more opportunities for children and young people to progress in learning through a wider partnership of London boroughs – Camden, Haringey, Enfield, and Barnet	<ul style="list-style-type: none"> <li>• Improve accessibility and inclusion withing MEI provision, staffing, leadership and governance</li> <li>• Ensure MEI delivers provision which responds to the changing needs of schools and students</li> <li>• Ensure there are clear progression paths and opportunities for children and young people</li> <li>• Develop and implement a plan to sustain MEI delivery through changes in funding ecology</li> <li>• Agree areas of coordinated activity and plan joint projects across the 5 boroughs (including EDI)</li> <li>• Establish quality framework within MEI and across the 5 boroughs</li> </ul>
<b>3.3 A Creative Family Friendly Islington</b>	Support the 2030 goal of a borough-wide Child Friendly Islington by helping families, particularly those from marginalised groups, to get involved in creative and cultural activities.	<ul style="list-style-type: none"> <li>• Make sure that families who can't afford or are from marginalised groups can engage in cultural activities together.</li> <li>• Make it easy for families to find out about activities that are free or affordable, particularly at the weekend</li> <li>• Link up with Council services working with families across generations.</li> <li>• Listen to and include vulnerable young people and families, such as those with care-experience, SEND and those experiencing poverty.</li> <li>• Send out regular communications about free and affordable activities for parents and carers through council services</li> <li>• Work with cultural partners to support unused ticket distribution programmes</li> </ul>

## Inspiring spaces

### What do we want to achieve?

We want Islington to be filled with inspiring spaces – like venues, parks, and streets - where people can experience culture. Our spaces should be low carbon, safe and welcoming for everyone and be accessible to people of all ages and abilities.

### Action Plan:

Programme	Objective	Action
<b>4.1 Public Art</b>	Use public art to create safer, more connected communities, enhance local environments and heritage and make Islington neighbourhoods nicer places to live.	<ul style="list-style-type: none"> <li>• Develop a new Public Art Policy and Guidelines (Jun - Nov 2023). Including:             <ul style="list-style-type: none"> <li>• Informing people on the process for applying for planning permission and where permissions is needed for public art</li> <li>• Inform commissioners on how to understand the needs of local people through council evidence, such as our Challenging Inequality programme priorities.</li> </ul> </li> <li>• Use public art commissioning to address council priorities: community cohesion, environmental sustainability, liveable neighbourhoods, antisocial behaviour, community safety, fly tipping, littering</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop bi-annual art and heritage trails across the borough offering artists, cultural organisations and community groups the opportunity to showcase artworks to a wider public through displays in venues, shops and local businesses. (March 2025)</li> </ul>
<b>4.2 Creative Places Programme</b>	<p>Provide affordable spaces for artists, studios and events. Facilitate partnerships with creative, culture and leisure organisations to boost Islington's day and night-time economies, attract visitors and create places where people of all backgrounds can relax, have fun and feel safe</p>	<p><b>Phase 1 - A more fun safe Islington</b>  <i>To help businesses make Islington's night-time economy even more exciting and diverse, encouraging tourism and shaping places where people want to live.</i></p> <ul style="list-style-type: none"> <li>• Work with Parks, Highways, Licensing, Housing and Climate Action teams to streamline processes to support residents and organisations to put on safe, inclusive, and environmentally sustainable events. (Apr 2024-Sept 2024) <ul style="list-style-type: none"> <li>• Support cultural organisations and the Imagine Islington Network to develop joint initiatives for co-promotion and sharing of data and intelligence around the daytime and nighttime economy. (Sept 2024-April 2026)</li> </ul> </li> </ul> <p><b>Phase 2 - Creative Spaces Programme</b>  <i>Develop a process for artists, creatives and cultural organisations to find affordable spaces to use e.g., offices, studios, workshops, performance spaces, retail outlets and galleries.</i></p> <ul style="list-style-type: none"> <li>• Set up bi-annual Creative Spaces Group</li> <li>• Provide a range of spaces suitable for one off events, meanwhile use, shared rental, long-term leases, or purchase. Including: <ul style="list-style-type: none"> <li>• Extend free hire scheme which currently includes four Islington Assembly Hall hires a year and 4 Islington Town Hall Committee Room hires a year to include selected community centres and the Black Cultural Centre to provide a safe space for residents from African and Caribbean heritage to come together and feel at home.</li> <li>• Through the Archway Creative Enterprise Zone, develop new creative affordable workspaces, increasing the number of creative businesses in the area around Navigator Square.</li> </ul> </li> </ul>
<b>4.3 Easy Events</b>	<p>Improve the way of working to deliver events across the Council.</p>	<ul style="list-style-type: none"> <li>• Develop a consistent way of working across the Council, particularly for small-scale events by regularly bringing Council teams together to collaborate and share their knowledge and resources in environmentally sustainable ways. (Jan 2024 - April 2024)</li> <li>• Create one stop shop for people to find out about council delivered events (See Love Your Islington comms approach) (May 2024)</li> <li>• Streamline council processes for external providers to organise indoor and outdoor events.</li> </ul>

<b>4.4 Made in Islington Festival</b>	Bring together communities to create a more equal borough through an annual month-long festival of arts and culture.	<ul style="list-style-type: none"> <li>• Enhance the delivery of Made in Islington, an annual month-long festival of arts and culture, led by arts and cultural organisations, through comms support and fundraising support and intelligence on Islington communities</li> </ul>
<b>4.5 Community Festivals Development Programme</b>	Support local people to start and develop their own community events and festivals.	<ul style="list-style-type: none"> <li>• Consult with council services and community and cultural organisations to shape a new approach to community festivals fund</li> <li>• Redesign framework for Community Festival fund (Jan 24-Jan 25)</li> <li>• Pilot programme to support community producers - individual residents and small community organisations - to start and develop their own community events and festivals (July 2025)</li> <li>• Launch new Community Festival Fund (Sept 2025)</li> </ul>

## Creative Enterprise and Pathways

### What do we want to achieve?

We want to make sure that Islington is home to an ambitious, dynamic and resilient creative sector, where organisations can grow sustainably through business networks and attract audiences from near and far. We want to help people of all ages and backgrounds to develop skills, improve their employment opportunities and create clear career pathways into the creative sector.

### Action Plan:

Programme	Objective	Action
<b>5.1 Escalate Creative Careers programme</b>	Support local people of all ages who are looking for roles in the cultural and creative sector to find out about the employment and training opportunities available.	<ul style="list-style-type: none"> <li>• Establish a collaborative internship programme across a range of cultural and creative employers</li> <li>• Ensure provision of mentoring, training and masterclasses from industry professionals to develop sector specific skills</li> <li>• Provide information and guidance for local people about the types of roles available in the creative industry</li> <li>• Support cultural organisations to provide employment opportunities and pathways into the cultural and creative industries for marginalised young people</li> <li>• Focus on groups identified through Challenging Inequality objectives, Imagine Islington engagement and Adult Social Care evidence, particularly people with learning disability and mental health needs.</li> </ul> <p><b>Youth Employment</b></p> <ul style="list-style-type: none"> <li>• Provide Islington young people and adults' information, advice and guidance, employment support and training opportunities through the Youth Employment Hubs</li> <li>• Deliver cultural sector and industry specific World of Work activities and employment opportunity events in partnership with businesses and organisations</li> </ul>

		<ul style="list-style-type: none"> <li>• Ensure provision of employment opportunities through Film Service contract</li> </ul>
		<p><b>iWork Employment Portal</b></p> <ul style="list-style-type: none"> <li>• Be a connection point for employment and training opportunities from our cultural partners, sharing these through the existing iWork employment portal</li> </ul>
<b>5.2 Creative Learning for Adults</b>	Develop the skills, confidence and wellbeing of local people seeking roles in the creative sector	<ul style="list-style-type: none"> <li>• Introduce creative training opportunities and learning resources for adults of all ages</li> <li>• Provide signposting and development pathways into the cultural and creative industries</li> </ul>
<b>5.3 Archway Creative Enterprise Zone</b>	Support the creative sector in Archway	<ul style="list-style-type: none"> <li>• Support grassroots creative sector organisations in Archway</li> <li>• Assist young people to access opportunities in creative careers.</li> <li>• Provide 50 per cent match funding for a creative internship in Archway each year for three years. The focus will be on: <ul style="list-style-type: none"> <li>• Helping local people to start and develop their own creative enterprises.</li> <li>• Upskilling self-employed creatives, freelancers and SME cultural organisations and supporting them to take advantage of the resources that are on offer.</li> <li>• Providing information for organisations on recruitment/careers resources, and space hire.</li> </ul> </li> </ul>
<b>5.4 Creative industries strategic framework</b>	Develop a business-focussed strategic framework for the creative industries	<ul style="list-style-type: none"> <li>• Develop a business-focussed strategic framework for the creative industries,</li> <li>• identifying where we can work together to support, strengthen, and promote the sector in Islington and beyond,</li> <li>• Ensure economic and social benefits are sustained and can grow.</li> </ul>

## Appendix B - Endnotes and Further Resources

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- <sup>1</sup> Arts Council England, Let's Create Strategy (2020). <https://www.artscouncil.org.uk/lets-create>.
- <sup>2</sup> Arts Council England (2020, pg.12) define creativity in their 'Let's Create' strategy as "the process through which people apply their knowledge, skill and intuition to imagine, conceive, express or make something that wasn't there before."
- <sup>3</sup> Arts Council England, Let's Create Strategy (2020, pg. 14) <https://www.artscouncil.org.uk/lets-create>.
- <sup>4</sup> Local Government Association, Cornerstones of Culture report (2022); [Cornerstones of Culture: Commission on Culture and Local Government Summary Report](#)
- <sup>5</sup> Arts Council England, Let's Create Strategy (2020). <https://www.artscouncil.org.uk/lets-create>.
- <sup>6</sup> Centre for Cultural Value, Vision Paper: Culture, health and wellbeing (2023). <https://www.culturehive.co.uk/wp-content/uploads/2023/02/Health-Vision-Paper.pdf>.
- <sup>7</sup> United Cities and Local Governments Culture 21, [2020 Rome Charter](#)
- <sup>8</sup> All-Party Parliamentary Group on Arts, Health and Wellbeing (2017) Creative Health: The Arts for Health and Wellbeing
- <sup>9</sup> GLA (2018) Mayor of London Social Integration Strategy
- <sup>10</sup> ONS Business Register and Employment Survey 2022
- <sup>11</sup> The English indices of deprivation, 2019.
- <sup>12</sup> GLA (2018) Mayor of London Health Inequalities Strategy
- <sup>13</sup> Greater London Assembly, Culture for all Londoners (2018). [https://www.london.gov.uk/sites/default/files/2018\\_culture\\_strategy\\_exec\\_summary\\_final\\_1.pdf](https://www.london.gov.uk/sites/default/files/2018_culture_strategy_exec_summary_final_1.pdf)
- <sup>14</sup> Centre for Cultural Value, Vision Paper: Culture, health and wellbeing (2023, pg.10). <https://www.culturehive.co.uk/wp-content/uploads/2023/02/Health-Vision-Paper.pdf>.
- <sup>15</sup> GLA 2020-based housing-led population projections
- <sup>16</sup> The English indices of deprivation, 2019.
- <sup>17</sup> The English indices of deprivation (2019, p19); [The English Indices of Deprivation 2019 \(publishing.service.gov.uk\)](#)
- <sup>18</sup> Department of Education: Special educational needs in England, 2023; [Special educational needs in England, Academic year 2022/23 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](#)
- <sup>19</sup> Quality and outcomes framework, 2021-22; [Quality and Outcomes Framework, 2021-22 - NHS Digital](#)
- <sup>20</sup> Islington Grounds Maintenance Team, 2023
- <sup>21</sup> ONS Census, 2021
- <sup>22</sup> To add statistic on number of organisations v geographic area and head of population
- <sup>23</sup> To add reference for further information e.g. date, website link
- <sup>24</sup> Islington Culture Sector Survey 2023
- <sup>25</sup> Islington Culture Sector Survey 2023
- <sup>26</sup> To add reference for further information e.g. data, website link

Theme	2024		
	Jan – Mar	Apr – Jun	Jul – Sept
Connecting Communities		The Imagine Islington Network Online	
Health and Wellbeing			
Children and Young People			11 by 11 Plus
			North London Music Hub
Inspiring Spaces		Public Art Policy	Easy Events
			Made In Islington Festival
Creative Enterprise and Pathways	Archway Creative Enterprise Zone (began before 2024)		
General Delivery	Present to Executive	Imagine Islington Culture Strategy Launch	Fundraising
			Governance begins (including Roundtable)

<b>2025</b>				
<b>Oct – Dec</b>	<b>Jan – Mar</b>	<b>Apr – Jun</b>	<b>Jul – Sept</b>	<b>Oct – Dec</b>
<b>Love Your Islington Comms Approach</b>	<b>Growing Culture Funding Pot</b>		<b>Connections</b>	
	<b>Targeted creative programmes for Arts, Health, and Wellbeing</b>	<b>Pop Up Arts in Parks</b>		<b>Islington Creative Health Zone</b>
<b>A Creative Family Friendly Islington</b>				
	<b>Creative Places</b>		<b>Community Festivals Development Programme</b>	
<b>Creative Learning for Adults</b>	<b>Escalate Creative Careers programme</b>	<b>Creative industries strategic framework</b>		
<b>Monitoring and Evaluation Framework</b>				



# Imagine Islington Culture Strategy Action Plan - Mid Level

Last Updated: 04/03/24

Programme	Objective	Action	Timescale	Lead Services (internal)	Lead Organisations (external)
<b>1. Connecting Communities</b>					
We want people to come together to be creative or enjoy other people's everyday creativity, helping people from different backgrounds to learn from each other and understand each other better. We will support organisations to understand the needs of local people and have the resources to deliver in sustainable ways.					
<b>1.1 Love your Islington</b>	Make it even easier for people to find out what, when and where cultural and creative events and activities are happening in Islington.	<b>Phase 1 - Listening to people</b> <ul style="list-style-type: none"> <li>Planning with internal services</li> <li>Consult residents</li> </ul>	Nov 23 - Dec 24	Communications, Culture, Strategy and Engagement Teams	n/a
		<b>Phase 2 - Improving our approach</b> <ul style="list-style-type: none"> <li>Develop internal events calendar</li> <li>Coordinate campaigns for internal events</li> <li>Develop one stop shop for free and affordable events and activities</li> <li>Promote Islington as a destination</li> </ul>	Sept 24 - Jun 25	Communications, Culture & other Council Teams delivering events	External Organisations delivering events
<b>1.2 Growing Culture Funding Pot</b>	Provide more free and affordable activities for local people, particularly those from marginalised groups, through a new grant programme supporting cultural and community organisations and artists to deliver free projects.	<b>Phase 1 - Growing Funds</b> <ul style="list-style-type: none"> <li>Identify internal income for funding pot</li> <li>Develop external funding streams</li> <li>Develop fund distribution systems and processes</li> </ul>	Nov 23 - Aug 24	Councillors, Culture, Planning, Community partnerships, Refugee and Migrant Team, other services	tbc
		<b>Phase 2 - Launching the Growing Culture Funding Pot</b> <ul style="list-style-type: none"> <li>Ensure programmes prioritise marginalised communities</li> <li>Commission public art</li> <li>Culture Shoots grants for large strategic projects</li> <li>Create logging system for council funded cultural activity</li> </ul>	Jan-25	Culture, Refugee and Migrant teams, Other services tbc	To be confirmed through grant applications process
		<b>Phase 3 - Launching the Growing Culture Roots Grants (Small projects)</b> <ul style="list-style-type: none"> <li>Culture Roots grants for small projects</li> </ul>	Sep-25	Community Partnerships	tbc
<b>1.3 Connections</b>	Help Islington Council staff and key workers understand how culture and creativity can help the local people they work with who find it difficult to take part due to their circumstances.	<ul style="list-style-type: none"> <li>CPD programme and network for Council services and key workers</li> <li>Curate event menu for specific council services</li> </ul>	Sept 25 - Jul 27	Culture, Adult Social Care, Children's Services and Public Health	tbc
<b>1.4 The Imagine Islington Network &amp; Roundtable</b>	Improve how the council, community and cultural sectors and residents work together by launching a new Imagine Islington culture network.	<b>Phase 1 - Cultural and Community Sector</b> <ul style="list-style-type: none"> <li>Bi-annual roundtables, training and information and exchange of best practice</li> <li>Provide latest data and insights</li> <li>Support joint purchasing, procurement and fundraising</li> <li>Support the development of joint initiatives e.g. employment, skills and training</li> </ul>	May 24 - Ongoing	Culture supported by ad hoc involvement from a range of council services	Culture Organisations, Community Organisations, Freelance Artists
		<b>Phase 2 - Residents</b> <ul style="list-style-type: none"> <li>Cultural Connectors programme</li> </ul>	Apr 25 - Mar 27	Culture, Community Partnerships, Access Islington Hubs	Residents, TRAs, Estate Drop ins, Estate Champions
<b>2. Health and Wellbeing</b>					
We want to help people improve their health and wellbeing through creativity. We want people to know about all the activities they can do, so they can find something that makes them feel happy and healthy.					
<b>2.1 Pop-up Arts at the Park</b>	Improve residents Health and Wellbeing by bringing more cultural activities to parks and green spaces.	<ul style="list-style-type: none"> <li>Link cultural organisations to parks and green spaces</li> <li>Encourage welcoming and accessible outdoor activities for all ages</li> </ul>	Apr-24	Parks and Greenspaces, Culture	Cultural Organisations

<b>2.2 Islington Creative Health Zone</b>	Make Islington a Creative Health Zone, working together to help local people to improve their health and wellbeing through creative early intervention,	<b>Phase 1 - Consultation and Planning</b> <ul style="list-style-type: none"> <li>• Consult with Health and Adults Social Care stakeholders</li> <li>• Identify Creative Health Champions</li> <li>• Secure fundraising</li> </ul>	Apr 24 - Sept 24	Culture, Public Health, Adult Social Care, Childrens, Heritage, Libraries	GLA, Primary Care Networks, North London Integrated Care System, Islington Partnership Board, Age UK, Help on your doorstep, Manor Gardens, Islington Mind, Cultural and Community organisations
		<b>Phase 2 - Delivery</b> <ul style="list-style-type: none"> <li>• Cultural menu, map and organisation list for social prescribers</li> <li>• Develop Community of Practice and training programme</li> </ul>	Mar-25		
<b>2.3 Targeted creative programmes for Arts, Health, and Wellbeing</b>	Provide more opportunities for local people from marginalised groups to benefit from free cultural activities tailored to their needs that support their Health and Wellbeing	<ul style="list-style-type: none"> <li>• Allocate Growing Culture Funding Pot streams for people from marginalised groups</li> </ul>	Sep-24	Culture	To be confirmed through grant applications process

**3. Children and Young People**  
 Every child and young person in Islington should have the chance to do whatever cultural activities they enjoy and discover new ways to be creative, both in school and outside of school. These activities help children to grow and learn about themselves and others and to develop the skills they need to succeed in life.

<b>3.1 11 by 11 Plus</b>	Widen the scope of 11 by 11 by improving the secondary school progression pathways to help prevent children from becoming NEET and expand provision for early years settings working with children from 0–5 years old.	<ul style="list-style-type: none"> <li>• Inclusion pathway for secondary schools</li> <li>• Link secondary school and youth providers</li> <li>• Expand provision for early years</li> <li>• Targeted programmes for marginalised CYP</li> <li>• Diversify range of providers and content</li> </ul>	Apr-24	Culture, School Improvement, Young Islington	Cultural and Community Organisations, Music Education Islington, Upward Bound, Active Row, Education Settings, Youth Providers,
<b>3.2 North London Music Hub</b>	Develop more opportunities for children and young people to progress in learning through a wider partnership of London boroughs – Camden, Haringey, Enfield, and Barnet	<ul style="list-style-type: none"> <li>• Improve progression paths and opportunities for children and young people</li> </ul>	Apr 24 - Sept 26	Culture	Music Education Islington, Guildhall School, Camden, Haringey, Enfield, and Barnet Music Hubs, Arts Council England, Islington Schools, Youth Settings
<b>3.3 A Creative Family Friendly Islington</b>	Support the 2030 goal of a borough-wide Child Friendly Islington by helping families, particularly those from marginalised groups, to get involved in creative and cultural activities.	<ul style="list-style-type: none"> <li>• Communicate free and affordable activities through council services</li> <li>• Support unused ticket distribution programmes</li> </ul>	Jul-24	Culture, Communications, Young Islington, Bright Start, Family Hubs, Access Islington Hubs, ACL, Libraries	Culture and Community Organisations, Education Settings, Youth Providers, Parent Champion, Angel Bid, Music Education Islington, Guildhall School

**4. Inspiring Spaces**  
 We want Islington to be filled with inspiring spaces – like venues, parks, community centres, libraries, and streets - where people can experience culture and their heritage. Our spaces should be low carbon, safe and welcoming for everyone and be accessible to people of all ages and abilities.

<b>4.1 Public Art</b>	Use public art to create safer, more connected communities, enhance local environments and heritage and make Islington neighbourhoods nicer places to live.	<ul style="list-style-type: none"> <li>• Launch Public Art Policy and Guidelines</li> <li>• Commission Public art addressing council priorities: community cohesion, environmental sustainability, liveable neighbourhoods, antisocial behaviour, community safety, fly tipping, littering</li> <li>• Bi-annual art and heritage trails</li> </ul>	Apr 24 onwards	Culture, Heritage, Planning, Community Safety, Licensing, Net Zero	Cubitt Artists, UP Projects
<b>4.2 Creative</b>	Provide affordable spaces for artists, studios and events. Facilitate partnerships with creative, culture and leisure organisations to boost Islington's day and night-time	<b>Phase 1 - A more fun safe Islington</b> <ul style="list-style-type: none"> <li>• Streamline processes to support residents and organisations to put on safe, inclusive and environmentally sustainable events</li> <li>• Support co-promotion and sharing of data and intelligence to promote daytime and nighttime economy</li> </ul>	Jul 24 - Jul 26	Culture, Licencing, Climate Action, Equalities, Inclusive Economy	Cultural organisations, community organisations, residents, Angel BID

<b>Places</b>	organisations to boost Islington's day and night time economies, attract visitors and create places where people of all backgrounds can relax, have fun and feel safe	<b>Phase 2 - Creative Spaces</b> <ul style="list-style-type: none"> <li>• Set up bi-annual Creative Spaces Group</li> <li>• Develop process for external organisations to locate spaces</li> </ul>	Sep-24	Culture, Affordable Workspaces, Local Economies, Community Partnerships, Planning, Properties, Business rates	tbc
<b>4.3 Easy Events</b>	Improve the way of working to deliver events across the Council.	<ul style="list-style-type: none"> <li>• Streamline council processes for internal events management and for external providers to organise indoor and outdoor events.</li> <li>• Create one stop shop for people to find out about council delivered events</li> </ul>	Jan 24 - May 24	Equalities, Community Partnerships, Licensing, Parks, Local Economies, Other services delivering events	n/a
<b>4.4 Made In Islington Festival</b>	Bring together communities to create a more equal borough through an annual month-long festival of arts and culture.	<ul style="list-style-type: none"> <li>• Amplify Made in Islington festival led by cultural organisations</li> </ul>	Jun-25	Culture, Equalities Communications, Community Partnerships	Islington Cultural and Community Organisations, local businesses, education settings
<b>4.5 Community Festivals Development Programme</b>	Supporting local people to start and develop their own community events and festivals.	<ul style="list-style-type: none"> <li>• Shape and launch a new approach to Community Festivals Fund</li> </ul>	Jan 24 - Sept 25	Culture, Community Partnerships	Residents, Community organisations

## 5. Creative Enterprise and Pathways

We want to make sure that Islington is home to an ambitious, dynamic and resilient creative sector, where organisations can grow sustainably through business networks and attract audiences from near and far. We want to help people of all ages and backgrounds to develop skills, improve their employment opportunities and create clear career pathways into the creative sector.

<b>5.1 Equalate Creative Careers programme</b>	Support local people of all ages who are looking for roles in the cultural and creative sector to find out about the employment and training opportunities available.	<ul style="list-style-type: none"> <li>• Work experience carousel</li> <li>• Mentoring and training to develop sector specific skills</li> <li>• Information and guidance about roles in the creative industry</li> <li>• Provide pathways into the cultural and creative industries for marginalised young people</li> <li>• Youth Employment Hubs and World of Work</li> <li>• Film Service employment opportunities</li> <li>• iWork Employment Portal</li> </ul>	Sep-24	Inclusive Economy and Jobs, Culture	National Youth Theatre, Small Green Shoots, Music Education Islington, Guildhall School
			Apr-24	Youth Progression, World of Work, Culture	Music Education Islington
			Apr-24	iWork, Culture	tbc
<b>5.2 Creative Learning for Adults</b>	Develop the skills, confidence and wellbeing of local people seeking roles in the creative sector	<ul style="list-style-type: none"> <li>• Creative training and resources for adults</li> <li>• Signposting and development pathways into the cultural and creative industries</li> </ul>	Sep-24	Adult Community Learning, Culture Youth Progression, iWork	Guildhall School, Live Music Now
<b>5.3 Archway Creative Enterprise Zone</b>	Support the creative sector in Archway	<ul style="list-style-type: none"> <li>• Support grassroots creative sector organisations</li> <li>• Creative internships</li> </ul>	23 - 26	Local Economies, Culture	tbc
<b>5.4 Creative industries strategic framework</b>	Ensure that Islington's creative industries economic and social benefits are sustained and can grow	<ul style="list-style-type: none"> <li>• Develop a business-focussed strategic framework for the creative industries, identifying where we can work together to support, strengthen and promote the sector in Islington and beyond, to ensure that its economic and social benefits are sustained and can grow.</li> </ul>	Apr-25	Inclusive Economy and Jobs, Culture	tbc

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## **Guidance Note for Licensing Committee Members**

### **Planning and Licensing – Reconciliation or Alignment?**

#### **Background**

Planning and Licensing are two separate regimes used by the council to achieve strategic aims and perform statutory duties as a Licensing Authority and Planning Authority. This siloed approach to decision making can create difficulties at local authority level, where a joined-up approach to decision making is the preferred approach.

Sometimes it is difficult to align licensing applications with planning decisions so a pragmatic approach that reconciles the perceived differences in outcome may be needed.

This guidance note is intended to help Licensing Committee members facing reconciliation or alignment issues when making decisions about a licence application.

Its summaries the legal context, different strategic outcomes expected by key stakeholder and the practical measures available to officers and members to secure alignment or reconcile differences.

#### **Legal Context**

Most applications considered by the Licensing Sub Committee are applications are submitted under the Licensing Act 2003.

The legal principles are:

- Planning and Licensing are separate regulatory regimes both in terms of application process, permissions and enforcement.
- Each licence application should be considered on its merits.
- Where applications do not result in a representation from a responsible body nor interested party the application must be approved at officer level.
- Licensing decisions should relate to one of more licensing objectives i.e.
  - Preventing crime and disorder
  - Ensuring public safety
  - Preventing public nuisance
  - Protect children from harm.
- As a responsible authority Planning Service
  - Receives notification of any new or variation application for a premises licence
  - Can submit comments relating to the planning history, lawful use and/or relevant planning conditions on a new or variation application
  - Can submit a representation regarding a licence application.

- Attend the Licensing Sub Committee hearing the application, summarise their representation and answer questions posed by the Committee, applicant, other responsible authorities and interested parties.

## **Licensing Policy**

Policy statement 1 states:

The Licensing Authority expects applicants to ensure that they have planning consent for the intended use and hours of operation, or otherwise have lawful planning status, before making an application for a premises licence.

## **Strategic Objectives**

The strategic goals of each stakeholder involved in the licencing process will be different, for example.

1. The Licensing Authority encourages and supports the alignment of planning and licensing permissions but cannot require it.
2. Residents may expect planning and licensing decision to be aligned, but sometimes this is not possible.
3. Business expects the Licensing Authority Licensing Committees to adhere the legal framework, i.e. to run separate regimes for planning and licencing and to decide licence applications that may not have the correct planning permission.

## **Securing Alignment or Reconciling Differences**

### **Officers**

These are the arrangements that we have in place at officer level during the application and pre application stage:

1. Planning Enforcement Team reviews every application for a new and variation premises licence applications to research and assess lawful use and note any relevant planning conditions. Planning status can sometimes be unclear and subject to historic or multiple permissions . Planning Enforcement will consider historical permissions, gained permissions over time.
2. Planning will provide factual information and where possible advise on the most likely permitted use.
3. Planning can be contacted for advice and clarification.
4. The Committee report will include details of the planning permission and the and where possible the officer's assessment of most likely permitted use.
5. Planning will also say if the premises is subject to a planning enforcement investigation.
6. Planning and Licensing will discuss and liaise to provide Licensing Committee members with the best possible information to aid decision making.

7. Licensing Officers will highlight any planning inconsistencies with applicants to provide them with an opportunity align planning permission with the licensing application before a committee hearing.
8. Applicants can ask that their licence application is put on hold to give them time to realign planning with their licensing application. Neither the Licensing Officer nor Licensing Committee can defer licensing application decisions beyond the 28 day statutory deadline. This included applications that do not appear to have the correct planning permission.
9. Applications not dealt with by the statutory deadline are deemed refused and liable to be granted on appeal by the magistrate's court.
10. Planning is invited to attend officer meetings to clarify details of licensing applications and receive updates from applicants.
11. A Planning Officer will attend LSC to clarify complex planning issues if needed.

## **Licensing Committees**

The Committee report will have information on the current planning status of the premises.

The Committee will need to assess how this information could be used when making decisions about applications. They may need to:

- Reflect on the requirement to consider each application on its merits.
- Assess the extent to which difference in planning permission and the licence application requirement could be relevant.
- Consider the relevance of planning information in terms age of the planning requirement and placing more weighting on recent planning decisions.

The Chair may need to use judgement to:

- Advise interested parties (residents) that specific planning issues are outside the remit of the Licensing Committee and to raise these directly with Planning.
- Ask the applicant how they intend to align planning permission with licencing if the committee decides to approve the application.

## **Class E**

Class E of the Planning Use Class Order permits a range of commercial, business and service uses (and any mix of such) within a premises. This means that should a premises be within Class E usage, it would not require planning permission to change use between any of the Class E uses, which include, retail, sale of food and drink, financial and professional services, indoor sport and fitness, medical or health services, creche/nursery/day centre, offices, research and development and light industrial processes. Of particular interest to the licensing committee is that if a premises has permission as a restaurant but intention is likely to be pub this could be a potential class E issue.

Occasionally a licence application could, on the basis of the information provided in the application form, appear to fall between two use classes, particularly Class E and Sui Generis (where bespoke planning permission is required for a pub or drinking establishment. In these situations it may not be possible to reconcile planning and licensing at the licence application stage.

Licensing Committee may need to question applicants' intention and consider imposing appropriate licensing conditions.

Some activities that are now covered by class E have had beneficial impacts, for example the recent Nags Head Market has enabled planning to exert control over the management of the venue. Licensing has limited controls as most business operating in the market do not require a licence.

### **Hours of Operation**

There are several issues to bear in mind when licensing and planning hours are not aligned:

1. Planning will often go for the lowest common denominator when making decisions about hours as they have no ability to amend planning decisions.
2. Planning may condition more limited hours where this has been requested by the applicant
3. Planning hours are absolute and do not take account of drinking up time
4. Licensing has more controls when deciding licensing hours and they may also revoke a licensing permission later if they receive a review application.
5. A judgement may be required in relation to the intention and credibility of the applicant.

A typical example could be a premises with historical planning permission until 10pm but the licence application is for midnight.

Alignment of hours is the preferred outcome and licensing will engage with applicants during the consultation period.

A licence can be granted for later operating hours and it will be the responsibility of the licence holder to align planning with licensing before trading beyond planning hours or run the risk of planning enforcement action.

### **Planning Restrictions on Multi-occupied Buildings**

Licensing Committee need to be mindful that some restrictions relating to a multi-occupied building may not be relevant to an individual applicant.

For example there may be planning restrictions on building air-conditioning or ventilation systems but if the licence application relates to a premises that is not connected to the air conditioning plant then planning restrictions will not be relevant to the premises licence application under consideration

### **General Approach**



Where planning and licensing do not appear to be aligned LSC can explore this with the applicant and can ask questions to assess extent to which applicant is or intends to engage with planning to resolve issue.

Careful questioning may elicit useful information to aid the committee to assess the confidence in the applicants experience and ability to:

- a. implement the operating schedule.
- b. complying with conditions
- c. promote the licensing objectives.

Jan 2024

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