

**LEEDS CITY
CENTRE
EVENING AND
NIGHT TIME
ECONOMY
STRATEGY

2010**

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Forward - Co Chairs of the City Centre Divisional Community Safety Partnership

Leeds has a well established reputation for its vibrant nightlife with a real buzz and energy about it. Whether you fancy a pint of Yorkshire beer whilst listening to live acoustic guitar, or a dance frenzy at some of the biggest and best club nights around – you'll find it all, and lots in between.

However Leeds night time economy is not limited to clubs pubs and bars, it is much more. It is the combination of an early evening economy, classed as the hours before 10.30pm, and a later night time economy classed as post 10.30pm.

If eating out is your interest, you'll never get bored – the sheer variety of international and home grown flavours at your fingertips makes Leeds stand out as a top eating out destination.

Theatre treats in Leeds include a choice of Leeds Grand Theatre and Opera House; the Howard Assembly Room to the Carriageworks Theatre in Millennium Square, and the ever-popular West Yorkshire Playhouse. Leeds is also very fortunate to have its very own opera and ballet companies – Opera North and the Northern Ballet Theatre.

As for shopping, Leeds city centre has over 1000 shops from luxury department stores to one-off independents and boutiques, and work is ongoing to drive later retail opening hours into the evening economy.

This strategy has been developed in order to balance the needs of people enjoying the evening and night time economy, with those of local residents, and others arriving, visiting and working in Leeds, and to encourage a wider range of activities in the city centre. This strategy and action plan also compliments existing Leeds Strategies including the Safer Leeds Partnership Plan and the Leeds City Centre Strategic Plan.

To this end our vision is to provide:

'a welcoming, safe and attractive city centre with a diverse evening and night time economy, accessible to all, whilst protecting the quality of life for residents'

To achieve this encompasses an area of work which is complex – it draws in a number of organisations and partners, each of which operate differently and are accountable to different bodies. No single organisation has overall responsibility and therefore effective and committed partnership working is crucial.

Cath Follin

Head of City Centre and Markets

Leeds City Council

Vernon Francis

Chief Inspector

Leeds City Centre Commander
West Yorkshire Police

Introduction:

The ultimate aim of every night time economy strategy for any town or city is to make that town or city feel safer, more diverse and more attractive in the evening.

Studies undertaken across many European cities have shown that to achieve this we must:

- Attract a wider range of people into the town/city in the evening with a diverse range of venues and activities (boosting local economic growth and job creation) - it is estimated that over 80% of the population of UK cities rarely or never use their city centre in the evening
- Improve safety and the perception of safety and reduce costly binge drinking and prevent related crime, disorder, accidents, noise and nuisance etc.
- Reduce the cost of addressing these problems

Achieving these outcomes must be done in the most cost-effective way, through partnership working and the sharing of resources.

A good evening and nightlife is one of the most powerful economic engines a town or city has.

Recent surveys undertaken across the UK on behalf of the licensed trade show that pubs and clubs turn over £23billion per annum, but very little is known about the economic value of the night time economy. Based on estimated figures of value added from Camden, London in 2004:

Restaurant/cafe/takeaway: £762,000 p.a)
Pub or Bar: £340,000 p.a)
Music venue or nightclub: £687,000 p.a)

The above figures, whilst reflecting the position in London, do not include licensed trade suppliers or the less measurable benefits in terms of attracting students, business investment, tourism, supporting daytime retail etc.

On the same basis an estimate figure for Leeds figure allowing for 2.7% annual inflation, results in an annual figure of £163 million for Leeds.

However, before decisions are made to plan, manage, license, police and market a night time economy we must first gain agreement on what we mean by a night time economy.

What is the evening and night time economy?

A Night time economy is the provision of entertainment, food, and drink usually in a social setting, predominantly but not exclusively between 6pm and 6am.

Breaking this down; ***entertainment, food and drink*** is identified as:

- Theatres, cinemas and other cultural events e.g. Leeds Light Night
- Restaurants, cafe-eateries and takeaways
- Bars, pubs, cafes and off licences
- Dance clubs and music venues
- Fairs, circuses and other public events
- Evening Retail

Usually in a social setting:

- This makes the night time economy quite unique. It is social and about coming together in a venue or in a public place to be entertained; to eat; have a drink; socialise; and enjoy yourself.
- It is often about large numbers of people doing these things
- It performs a social function as well as an economic one, and gives our city its social atmosphere.

‘Provision’ is extremely important as *where* and *how* entertainment, food, and drink are provided is of key significance:

- It can significantly affect how you feel, how much you drink and how you behave
- Its ability to affect how people behave can make an evening out feel safe and attractive or rowdy and intimidating

Predominantly but not exclusively between 6pm and 6am:

- Not all daytime retail happens during the day, and not all night time economy happens during the night.

On examination of towns and cities across Europe that are as popular in the evening as they are in the day three common characteristics apply:

- They are SAFE and they *feel safe*
- They are DIVERSE – with varied options in terms of venue style, activity and days of the week when they’re available.
- They are ATTRACTIVE to a wide range of people – wide range of customers with different drinking habits and behaviours.

The outcome of these three common characteristics is invariably a lot of people socialising - behaving responsibly and presenting a POSITIVE social norm.

A strong night time economy is also able to support the development of daytime retail as no shopping centre is now considered complete without restaurants, cafes, bars and other attractive places to rest and relax before continuing 'retail therapy'.

A well planned Evening and Night time Economy attracts business, leisure visitors and tourists if it is able to offer a variety of choices day and night including:

- Traditional pubs
- Chill-out bars
- Unique restaurants
- Good hotels
- Quality theatres and cinemas
- Nightclubs and live music venues
- Varied public events

It also fosters a 'sociable city' which helps to build a community and improve the quality of life where people can relax, socialise and enjoy themselves.

The combination of the above is seen to attract and help maintain a skilled workforce, as attractive and affordable places to socialise along with varied food, drink and entertainment options, are a significant draw for students and young professionals looking for a place to make their home. People invariably aren't attracted to cities by efficient transport systems but because of the buzz generated by a vibrant daytime and night-time economy.

Addressing Evening Economy Issues:

Whilst the evening and night time economy injects money into the local economy, it can also introduce a number of issues that can detract from its popular acceptance and wider use.

An over dependency on alcohol consumption can result in anti social behaviour and disorder deterring participation from the wider population.

Government legislation enables authorities to combat alcohol-related crime and disorder through the use of enforcement powers in the Licensing Act 2003 and the Violent Crime Reduction Act 2006 which tend to focus on the extreme cases with emphasis on policing and door security. This is further supported within the previous government's updated Alcohol Harm Reduction Strategy for England - 'Safe, Social Sensible'.

However, enforcement itself will never provide the complete answer and could be better serviced by larger numbers of people who are acting responsibly showing others how to behave. In any town or city there will be a limited number of police officers available to come to the centre to police the evening and night time economy- in the case of Leeds on a weekend night there can be between 60,000 to

80,000 users of the night time economy. Invariably only the most severe cases of crime and disorder get picked up as every arrest takes police officers off the streets. A number of problems will therefore go unaddressed.

Promoting positives prevents problems and through partnership activity we are able to design out the root causes of binge drinking, noise nuisance, and alcohol related harm in and around licensed venues.

Root Causes

Drunkenness - drinking a large amount of alcohol in a short space of time (binge drinking)

The decisions made on Planning Uses, Urban design, Licence Conditions, Policing and Alcohol Policy significantly affect:

- How people feel
- Levels of binge drinking, crime and disorder
- Local economic growth and job creation.
- Licensed venues
- Social and physical environment

Attractiveness

It is essential to know what features in a city will attract visitors:

- Welcoming
- Cost of entertainment, food, drink and transport
- Easily accessible transport choices
- Variety of venues and setting
- Family friendliness
- Behaviour of enforcement staff/ guardians
- Cleanliness and environmental setting

Safety

The key features that surveys identify as deterring from safety are:

- High occupancy of licensed premises
- High music volume
- Lack of alternatives
- Limited demographic, i.e. 18 -24 yrs all under one roof
- Permissive environments – lack of control and management to identify drunkenness inside premises and other related incidents of disorder.

We need to address both the root causes and features that bring negatives to the evening and night time economy, and at the same time promote attractiveness safety and reassurance.

MANAGING LEEDS CITY CENTRE EVENING AND NIGHT TIME ECONOMY

Background:

- In 2002/2003 Leeds city council commissioned Chesterton Planning; Economics and Urban Practitioners to prepare an Evening and night-time Economy Study.
- The resulting wide ranging study set out detailed recommendations and an action plan which was developed and delivered by key stakeholders in Leeds city centre
- The city centre evening economy has continued to grow and develop since the Chesterton report, particularly in relation to licensed premises opening for longer hours (selling alcohol/ hot food) as a result of the Licensing Act 2003, and has significantly altered the way in which the city centre is used. At the same time the residential population of the city centre has also changed and grown, including a high number of first year University students. These factors are creating both new pressures and new opportunities for business.
- An update on the current position and related actions are now needed to ensure the ongoing effective and good management of Leeds city centre evening economy, with the resulting outcome being a sustainable, successful, vibrant and diverse evening economy, within an environment that is accessible, welcoming, attractive and safe to use by all. In October 2009 the City Centre DCSP (Divisional Community Safety Partnership) agreed to produce, in consultation with key partners and stakeholders, an updated Leeds City Centre Evening Economy Plan, which sets out clear actions, priorities, responsibilities, costs, and funding sources for its future development and management
- It is imperative to ensure that effective partnership working in relation to managing the evening economy are in place in preparation for the opening of the Leeds Arena in 2012, which will have a capacity of 12,500 and potentially hosting 140 events a year (approx 60 concerts; 20 musical stage shows; 18 exhibitions and 3 sporting dates).

Current position:

As already acknowledged the vitality and vibrancy of a city centre's leisure and tourism activities are an essential element of the evening economy. It is these

activities that draw visitors and residents into centres and encourage those working in the locality to stay longer.

Over the past decade Leeds city centre has seen an increase not only in the number but also in the range of evening leisure venues. The evening leisure offer within the city centre today includes:

- Restaurants, bars & pubs, cafes, and take aways with approximately 281 licensed premises in the city centre in 2009, 90 of which are open at 4am.
- Four theatres which attract over half a million visitors a year.
- Four casinos.
- A cinema.
- Comedy clubs.
- Music venues.

The city centre also plays host to a diverse range of public events. The ice rink has become a regular and popular feature in Millennium Square. The German Christmas market also returned for the eighth year in 2009. Light Night, Leeds Shopping Week, and Leeds Loves Food have become annual events for the city to celebrate, as well as live music delivered through The Live at Leeds Music Festival and Summer of Jazz. The city centres shopping offer continues to grow and develop and remains a huge pull for many weekend visitors.

The growth of the evening leisure and entertainment offer has both influenced and been influenced by an increase in the number of hotels. Since 2000 the number of hotels in the city centre has more than doubled, to 25 amounting to approximately 3750 rooms in 2009.

In terms of future growth, the completion in 2012 of the Leeds Arena (12,500 seats) will have a significant impact on the city centres evening leisure and entertainment offer.

In 2007 QA Research undertook a perceptions survey of users and potential users of Leeds city centre. (It is hoped further research will be carried out in 2010). A survey of 2107 people was undertaken and in relation to evening economy issues found:

- The most popular uses of the city centre after 5pm were pubs, clubs and restaurants, followed by theatres, and then shopping.
- 60% of respondents stated that there was 'nothing' which prohibited them accessing the city centre in the evening.
- 20% of respondents were reluctant to come into the city centre after 5pm due to 'feeling unsafe due to antisocial behaviour'

Three focus groups were also undertaken and the following opinions were expressed in terms of evening uses of the city centre;

- Most participants did not go out regularly in the city centre in the evening either because they felt they 'had done all Leeds had to offer' when they were younger or they didn't feel safe. However, younger respondents did not agree with these perceptions.
- Linked to the feeling of safety, was the perceived lack of good public transport out of the centre in the evening.
- Some respondents felt that drinking and clubbing was all Leeds had to offer on an evening; however it was acknowledged that this was a wider national issue.
- Events were seen as a good way of widening the evening leisure and entertainment offer, and it was felt that an arena would be a welcome addition to the city centre.
- Despite the concerns raised, Leeds was seen to have a vibrant night time economy, and many saw this as a good thing, if not catering to their tastes.

Violent Crime

In 2009 West Yorkshire Police responded to 750 incidents, either inside or directly outside, licensed premises in the 3 hot spot areas of Leeds City Centre.

Violent Crime figures for Leeds overall show a significant reduction (14%) but figures for the city centre (City and Holbeck) division are slightly above target against last year's out-turn. Serious assault with injury figures are 15 above last year and assault with injury are 58 above last year. A review of the reasons behind the increase have failed to identify a clear single reason other than 50% of all serious assaults occurred in the city centre and of these 48% occurred in or directly outside licensed premises. Certain premises have been identified for further action by the Licensing Enforcement Team.

Drugs – West Yorkshire Police was one of the first forces to recognise the importance of tackling drugs related offences and in particular the links between volume crime and drugs misuse and also that there are strong links between drugs and organised crime groups.

The force has a co coordinated approach and its drug strategy mirrors the Government Drug Strategy.

Drugs and Offender Management Unit have a number of partner agencies working together with Drug Intervention Teams throughout the Leeds area and have significantly reduced crime by assisting and supporting those who abuse drugs to enter into treatment.

The police in Leeds City Centre have adopted a no nonsense approach to Drug use with much success and have improved this with a strong relationship with the Licensees in the city.

An important aspect of West Yorkshire Police Strategy is taking the wealth from drugs dealers, and a large number of confiscation orders have been made to the value of over £3,000.000 - much of this is connected to illegal drugs activity.

This approach has meant that the young people who come to the city are even safer and are less likely to come into contact with drugs.

Sexual Entertainment Venues:

On 1 April 2010 the law relating to the licensing of lap dancing establishments changed. These venues will in future be licensed as Sexual Entertainment Venues under the Local Government (Miscellaneous Provisions) Act 1982. This will give the community greater input into the number and location of such venues than was possible under the previous system of licensing.

In 2010 the Council will be considering whether to adopt the legislation for Leeds and if so whether to have a policy on the numbers or locations of lap dancing venues in the city. Any new policy would be subject to public consultation before it is approved.

If the legislation is adopted for Leeds then all existing venues will need to reapply for their licences and will be judged against the new policy. There will also be the opportunity to look at any conditions which should be placed upon the new licences.

Way Forward:

On 15th January 2010 a half day event with key partners and stakeholders '*The Leeds Evening Economy: The Next Steps....*' was held. Facilitated discussion groups related to:

Policing and enforcement

Business responsibilities and management

Environment and cleansing

Welcoming; Reassurance; and safe dispersal

The groups considered the threats, opportunities, weaknesses and strengths relating to the city centre evening economy, and identified key issues and the actions required to address such.

Emerging key issues:

- The on going need for effective partnership working and sharing of resources
- Benefits of and need to further develop co working in relation to policing; enforcement, reassurance and welcoming by all relevant partners : Police - WYP and BTP; Parking services; Taxi enforcement; Leedswatch, Street Chaplains; Taxi Marshalls and licensed premises.

- Funding of Taxi Marshalls (currently only funded on run up to Christmas and New Year with no ongoing arrangements in place) – tried and tested with very positive impact on reducing incidents of violence, managed dispersal; rogue private hire operators; reassurance – yet no on going funding in place. Key partners and public recognise and appreciate their contribution.
- Cleansing – inadequate provision at present and need to carry out Night time environmental visual audit with active involvement of venues. Need to share intelligence with cleansing re night time footfall and movement, to enable improved and appropriate scheduling etc
- Leeds Arena – need to be prepared - huge potential and impact for evening economy – need to be ready for increased footfall and seize positive opportunities – include and engage with developers and operators
- Increase transport options and improve dispersal – sole option during late night /early morning hours is currently taxis and private hire vehicles
- Retail – more consistent extended opening of retail to 8 or 9pm in the evening across the city centre

The feedback from this and in addition to further consultation and gathering of information, the **Evening and Night time Economy Action Plan** has been produced - **see Appendix 1**. The plan will be progressed and monitored through the City Centre DCSP, and Champions will be identified and invited to lead on key themes. The Action Plan is a live document that will develop and progress through ongoing consultation and input from partners.

Purple Flag:

This accreditation scheme (similar to the Blue flag beach scheme) recognises great entertainment and hospitality areas at night. It has been developed by the Association of Town Centre Management (ATCM) in conjunction with a number of key government departments and with the support of the Association of Chief Police Officers. It is awarded on the basis of an objective assessment of 5 key elements relating to Policy Framework; Wellbeing; Movement; Appeal and Place.

Martin Blackwell, CEO, ATCM states, *"Our towns and cities must now adapt. Retailing is important but not the whole story. Those centres that thrive in the future will be those that have a more balanced economy and utilise their assets 24/7. "*

It may be that Leeds will apply for accreditation with the scheme once the full resource implications are clear.

This strategy document along with the Action Plan will compliment and positively contribute to the Purple Flag assessment should Leeds decide to proceed with an application.

Partnership Approach to policing:

Strides are already being made with regard to improved co working in relation to Policing - the City Centre NPT Commander has set out his objectives through briefing key partners and stakeholders to work in partnership to reduce violent crime and disorder by:

- Ensuring licensees take more responsibility for the 'Night Time Economy'
- Introducing the new 'licensing matrix' system to identify licensed premises experiencing high levels of crime early on, so as to establish how best to address problems before they escalate
- A cohesive partnership approach
- Recognising, understanding and accepting that it's not just a 'Policing Problem' but a 'Community Problem'

To achieve this will require the following

- Early Intervention – 'the key'
- Phased Patrol throughout the evening
- Police/PCSO's/Special Cons – Designated areas
- Street Briefings – Inspectors/Sergeants
- More venues involved = less problems/shared responsibility

Appendix 1: Action Plan

LEEDS CITY CENTRE EVENING & NIGHT TIME ECONOMY: ACTION PLAN 2011

Issue	Action	Action Manager / Agencies	What and when	Timescale	£ of delivery (source)	Cost of non delivery (source)
<p>Policing, Enforcement and Reassurance co-working</p>	<p>Proactive and co-ordinated deployment of city centre civil and enforcement uniformed staff throughout evening and night time economy timeframe – specifically Friday and Saturday nights</p>	<p>City NPT & WYP Op Support BTP Parking (LCC) Environmental enforcement (LCC) Cleansing (LCC) Taxi & PH Enforcement Taxi Marshalls Street Marshalls Street Chaplains Leedwatch (LCC) Venue staff Trading Standards UK Borders Agency WY Ambulance Service</p>	<p>As part of weekly Police Operation Capitol, since June 2010, Street Marshalls paid for and staffed by licensed venues in the 3 hotspot locations on weekend nights. No dispersal of violence to other areas of the city centre. July 2011 – scheme ongoing with continued success – on street assaults down by approx 40%. BACIL to temporarily fund further Street Marshall provision Sept – Dec 2011 to boost and support scheme.</p>	<p>Ongoing</p>	<p>Street Marshalls funded by venues in hotspot locations</p>	<p>Home office figures : 1 GBH = £37 K Yorkshire Ambulance service: each ambulance call out = £108</p>
<p>Street drinking;</p>	<p>Enforce City</p>	<p>WYP</p>	<p>Raised with taxi trade- don't</p>			

glass and bottle Street litter –also see Cleansing section	Centre DPPO Promote to both operators and visitors	BTP Venues Licensing enforcement	allow alcohol consumption in cabs . private hire forums. Marketing Leeds/LCC and WYP working together re appropriate crime prevention/awareness messages and dissemination	Ongoing		
	Revisit DPPO signage/poster wording and position/distribute		Aug 2011 -updated version and print run underway		£200	
Congestion and illegal parking	Manage and enforce parking and traffic regs	WYP LCC Parking services	Identify hotspots; where and when and deploy staff to take action	Ongoing		
Taxi/ PH vehicles over ranking and illegal plying for hire	Enforcement action	Licensing enforcement WYP	Regular city centre operations			
Funding and location of Taxi Marshalls (also an action within Draft Leeds	Explore all funding avenues Establish key dates in calendar year when most	CMc	Establish scope for taxi trade contribution via licence fee- explored and would require full consultation- no scope 2010/11, raise again with LCC		Xmas 2010 delivery approx £17K	

Alcohol Harm Reduction Plan)	needed Key locations for deployment identified	VF	Taxi Licensing. Com Safety and CCM provided funding for Xmas 2010. Easter 2011 - CCM funded for 2 consecutive bank holiday weekends. Partner sub group in place to manage delivery. WYP – ‘POCA’ funds – explore potential- no scope @ present – Aug 2011	Ongoing	1 Marshal costs £68.75 per night (5 hour shift) Cost for 3 Marshalls @ 3 locations for 2 weekend nights = £1383.50	
Drink driving	Awareness campaign Enforcement action	Venues; employers; local publicity WYP	BTP METRO Network Rail Venues?			
Establish ‘Dispersal’ sub group of Welcoming Group		CMc/JM LCC VF WYP	Welcoming Group disbanded as ‘welcoming’ theme incorporated into business of City Centre DCSP as well as City Centre Partnership Board. Sept ’10 sub group met and taking forward dispersal plan July 2011 ongoing	Ongoing		
Environment	Engage LCC	CF	CF to scope potential for			

<p>and Cleansing Cleansing:</p> <p>Need info on current position What do private operators do?</p> <p>Flyering and littering</p>	<p>Chief Officer support to Champion</p> <p>Conduct regular night time environmental visual audit including venues</p> <p>Obtain info from all relevant partners Share info/intelligence</p> <p>Establish partnership evening economy cleansing plan</p> <p>Night time deployment of staff to take enforcement action</p>	<p>Street Scene Services Pubwatch</p> <p>LCC Street scene Licensed venues Retailers Hotels and restaurants City NPT</p> <p>LCC Street scene Pubwatch</p> <p>Pubwatch Hoteliers Assoc Lets Eat</p> <p>LCC</p>	<p>Andrew Mason to Champion July 2011- City centre specific team as a result of restructure.</p> <p>March 2011 – overnight working by Env Enforcement officers – dealt with littering; flyering consents and cleansing issues</p> <p>Licensed venues provided info re busy nights, opening hours etc via Pubwatch.</p> <p>City Centre Team Manager well aware of night time issues and concerns – LCC staff attend city centre Pubwatch</p> <p>See above</p> <p>As above –permit info provided to Pubwatch July 2011- flyering consent conditions amended to disallow promotional stickers as they were becoming</p>	<p>On going</p>		
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<p>Improve 'look' (e.g. Boar Lane)</p> <p>Planning: Multi agency consideration of planning applications</p> <p>Non enforcement of planning conditions No overlap with entertainment licensing</p> <p>Cumulative Impact Policy Review</p>	<p>Businesses clean and care for own frontages</p> <p>Ensure City Centre DCSP informed and contribute to discussion and consultation relating to city centre CIP</p>	<p>environmental enforcement</p> <p>LCC Env Enforcement</p> <p>System in place</p> <p>LCC Licensing LCC Planning</p>	<p>problematic</p> <p>e.g Enforcement notice served on premises on Boar Lane and premises exterior refurbished</p> <p>Planning attend monthly LEG meetings where any planning queries and /or issues with licensed premises can be identified and addressed</p> <p>July 2011- Planning and Development services have CIP areas on their computer system which triggers an automatic comment on related planning applications - Planning send out Licensing CIP explanatory leaflet to applicants.</p> <p>Input to April 2010 DCSP by Licensing Officer leading CIP review- comments made etc</p>			
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<p>Business responsibilities and management Forum to enable eve econ partnership between hotels; restaurants and night time venues, to enable tactical and strategic approach to issues and concerns</p> <p>Share footfall and other relevant data with partners</p> <p>Irresponsible/che</p>	<p>Progress via Lets Eat; Hoteliers Assoc and Pubwatch</p> <p>Automatic water availability –pubs and restaurants</p> <p>Identify relevant shareable data and establish what useful to who and how to distribute</p> <p>Challenge via</p>	<p>CMc</p> <p>LEG partners</p>	<p>The following weblink provides info and graphs re city centre footfall as well as were cameras located: http://www.leedsinitiative.org/citycentre/page.aspx?id=20127</p>	<p>Partners advised of weblink Jan '11 – need to explore use and further scope for sharing</p> <p>Ongoing</p>		
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ap drinks promotions	LEG – Licensing Enforcement Gp And Pubwatch			via monthly meetings		
Door staff : quality and training	Audit via BACIL Night time Co-ordinator	Cath Arkle - WYP	City NPT call meetings with key security staff providers operating in city centre	Ongoing		
Proactive and effective use of Nitenet radio system amongst venue door staff and Leedswatch	Short term: PCSO @ Leedswatch Fri and Sat night. Long term:CCTV Operators to verbally communicate		As a result of BACIL member survey, rebranding BACIL and new upgraded 'BACIL RADIO' distributed in Feb. Night time Co-ord in post. July 2011 Working protocol for Leedswatch/BACIL radio use now in place			
Broaden offer 5 – 8pm	Encourage and support late night shopping and other activities	CCM	Leeds on board with national ATCM action re major chains strategy on late opening			
Best Bar None	Ensure ongoing promotion and that awards compliment venue status with licensing matrix	Jo Rostrun	2011 scheme complete - winners announced and award ceremony held. Safer Leeds unable to resource future scheme.			
Joined up	Marketing		Part and parcel of Marketing	Ongoing		

<p>marketing of City Centre offer</p> <p>Leeds Arena</p>	<p>Leeds/Locate in Leeds</p> <p>Ensure Arena Project Board aware of this plan and enable communication on Arena related issues - identify and ensure input re evening economy issues</p>	<p>CF</p>	<p>Leeds work programme</p> <p>Aug 2011 – Officer from Arena Project being invited to October DCSP meeting to enable input /discussion and engagement</p>			
<p>Resources</p> <p>Financial: Explore all potential funding sources to enable activities which contribute to effective management of night time economy</p> <p>Health funding for alcohol treatment programmes</p>	<p>VF to explore scope to access POCA (Proceeds of Crime Act) funds</p> <p>Scope for private sector support e.g. Diageo?</p> <p>To be raised via Safer Leeds Exec</p>	<p>VF,CF on behalf of City Centre DCSP</p> <p>VF</p>	<p>Agree application and submit July 2011 – no POCA funds available at present</p> <p>July 2011: Approach made and discussion ongoing</p> <p>Update needed</p>			

<p>Ongoing consultation and input Ensure ongoing input to this action plan by all relevant and interested parties –residents; businesses; city workers; visitors and young people</p>	<p>Consult with young people via Young People and City Centre Group partners</p>	<p>CMc and KD</p>	<p>Jan 2011: City centre Young People Committee set up by Youth Services. CMc attended May meeting re city centre safety issues including evening economy, plus 182 young people completed questionnaire re perceptions of city centre safety</p>			
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Appendix 2: Established Partnership working and good practice

In addition to the statutory enforcement agencies many effective roles and partnerships already exist to work proactively in managing Leeds city centre evening economy including:

Leeds Enforcement Group

The licensing authority chairs monthly multi-agency enforcement meetings for all responsible authorities plus their invited guests. The purpose of these meetings is to discuss problem premises, problem areas and to share information about any new initiatives or schemes.

The outcome of the meeting is a list of target premises circulated to each of the agencies identifying those premises which will be targeted for joint/multi-agency licensing visits, or any other action deemed appropriate.

Responsible authorities liaise with the relevant agencies in the interim if premises are identified which warrant immediate action. In addition to these meetings, the licensing authority will arrange any ad hoc meetings if required to discuss non standard events such as large scale sporting events e.g. the football World Cup, or seasonal periods such as Christmas.

Licensing visits

the licensing authority's enforcement section will undertake risk-based licensing visits to those premises identified at the regular Leeds Licensing Enforcement Group multi-agency meetings or where a specific complaint exists.

During these visits enforcement officers of the licensing authority will complete general inspections to check whether a premise is being operated in a manner which promotes the licensing objectives. If, during a licensing visit, enforcement officers suspect non-compliance with any licensing condition which is outside their area of expertise they will refer this to the relevant responsible authority for their action.

Responsible authorities undertake enforcement visits in line with the provisions of Section 179 of the Act. This Section levies a power on constables or other authorised persons to enter particular premises to investigate if licensable activities are being or are about to be carried out in accordance with an appropriate authorisation.

In principle, licensing visits will always be reactive focusing on high-risk premises in line with the recommendations of the Better Regulation Executive and carried out in accordance with the Regulators' Compliance Code, where applicable. Local authority licensing enforcement officers and West Yorkshire Police conduct regular joint licensing visits to licensed premises throughout the Leeds district. Other agencies may be involved such as The UK Border Agency, Trading Standards, and Environmental Health. Joined up partnership working facilitates more effective and efficient use of agencies' resources while reducing the regulatory burden on businesses. As required, specific ad hoc joint licensing compliance operations are conducted where intelligence of a licensing non-compliance is highlighted and may include gathering evidence of illegal drinking dens. Regular joint licensing visits promotes closer relationships with the licensed trade offering support where necessary.

Best Bar None:

Best Bar None is a national awards scheme which along side the Home Office rewards licensees who provide good management, a safe and enjoyable environment for customers, discourage binge drinking and prevent alcohol related crime.

Leeds Best Bar None is in its fourth year with the number of applicants for the 2010 up 15% from 2009. The scheme works in partnership with Leeds Metropolitan University whereby their hospitality students undertake the assessments of venues as part of their degree course. Assessment covers issues such as door and security policies and practice, first aid and health and safety provision, how venues deal with customers and handle incidents of alcohol abuse and how they deal with drugs.

From management to door staff, our licensed premises whether they are bars, clubs or pubs have all made great strides in contributing to these improvements and these are reflected in the scores achieved by all premises engaged in Best Bar None.

NITENET Radio System

BACIL (Business Against Crime in Leeds) took over the running of the NITENET system on the 1st August 2008, and set about promoting its use with the existing equipment following the already very successful model of Basil's day time economy model.

Over 100 Night time economy venues have a Nitenet radio through their membership and numbers continue to grow. The main aim of the system is to create an Information Sharing Network amongst the city centre night time economy 'Family', thereby enabling venues to reduce the risk of crime or disorder affecting their premises.

The radio system allows the quick and effective sharing of information amongst user venues regarding potentially problematic individuals or groups. This effectively reduces the individual's or groups opportunity to cause further incidents of crime and disorder, as they can be refused entry to other venues.

A PCSO from City NPT is deployed to the LeedsWatch Control room on weekend nights; enabling real time communication with a vast network of CCTV camera's which can record incidents as they occur. This is not only a useful tool for West Yorkshire Police but also the users of the radio, who can be safe in the knowledge that an incident can be caught on camera which can then be used to support any action taken by the staff at the premises. The ultimate aim is to remove the need for the PCSO and have LeedsWatch staff themselves, answering the radio 24 hours a day.

City NPT PCSO's also carry NiteNet radios whilst on patrol, whilst it is not there as an Emergency response service, where practical, they will endeavour to answer and deal with incidents arising from these calls - enabling early intervention where possible. It is widely accepted that door staff do know when an individual or group have the potential to cause disorder and by passing this information across the radio it enables West Yorkshire Police to deal with these individuals or groups before the opportunity to cause or be involved in any form of violent disorder arises.

BACIL funds and employs a full time night time economy Co-ordinator who examines details of incidents and offenders, identifying those that are prolific and persistent offenders, and takes the required steps to exclude these people from BACIL member's premises. Information is shared with BACIL members, enabling them to refuse entry and effectively removing the opportunity for them to cause problems in the city. The Co-ordinator also works during the weekend evenings and is available to deal with any radio issues that arise as well as helping to provide a communication conduit between venues, PCSO's and LeedsWatch CCTV.

LeedsWatch

The Leeds City Council Community Safety CCTV system manages and operates the council's network of 300+ fixed site public space monitoring CCTV cameras located across the city. The cameras are used to prevent and respond to criminal and anti-social activities by capturing, monitoring and recording video footage. This is done either pro-actively by monitoring the network of cameras for incidents or by responding to requests and intelligence from other council services and external agencies.

In addition to the network of fixed camera installations, the service also manage and operate two mobile CCTV vehicles which are deployed into hot spot areas of the city and provide a visible deterrent for high risk situations, events and activities. This can either be in support of existing static camera installations or in locations where no CCTV installation currently exists.

Leeds City Council Community Safety CCTV has robust operational protocols and procedures which have been tried and tested and adopted by others as good practice. Indeed the quality of evidence produced by the CCTV system has been instrumental in convicting hundreds of offenders over the past recent years.

The system plays a major role in reducing crime and anti social behaviour in the city. Community Safety is in the process of delivering a £1m scheme to revamp the CCTV operations centre. When complete this facility will be one of the biggest of its kind outside of London.

Pubwatch Coordinator

The role is a joint initiative between the agencies of the Crime and Disorder Reduction Partnership for Leeds - Safer Leeds.

The main aim is to develop policy, practice and service delivery in relation to Leeds Pubwatch across elements of the Safer Leeds Partnership crime and disorder reduction strategy -particularly alcohol and violent crime.

To support the Safer Leeds Partnership in all aspects of the planning, strategy and delivery of services implemented to meet the agreed aims and objectives of the Partnership Alcohol strategy.

To develop and maintain close working relationships with statutory bodies, stakeholders and all members of the Licensing Industry across the city, to ensure adherence and enforcement of all aspects of the Licensing Act 2003 and other relevant legislation.

Leeds City Centre Pubwatch

The scheme involves Leeds licensees, who are supported by Police, Local Authority and other agencies who collectively afford each others confidence, support and protection.

The key aim of Pubwatch is to achieve a safe, secure and responsibly led social drinking environment in licensed premises which helps to reduce alcohol-related crime therefore increasing trade.

Outcomes include;

- Know who your local troublemakers are and deter them from your premises

- Actively shows due diligence to upholding the objectives of the Licensing Act 2003
- Reduce the risk of assaults on licensees, staff & customers
- Develop a positive relationship with Police & other agencies
- Information on the latest legislation and other important issues
- Helps your business and others by contributing to improving the public perception of an area where trade can prosper.

The scheme provides better communication between licensees in an arena which provides a forum for discussions and solutions to problems relating to violence, disorder and business information linked to licensed premises.

Street Chaplains

The Leeds Churches Street Chaplains project is an ecumenical Christian response by the churches across Leeds to the needs of the people using the city centre and in particular the night time economy. The project seeks to demonstrate a Christian presence by engaging with people on the streets and around the wide range of night time venues in Leeds, in order to care, listen, converse with and offer practical help to those most vulnerable. The Leeds Churches Street Chaplains was launched in November 2008, working in close partnership with Safer Leeds, West Yorkshire Police and the British transport Police. At the present time the Street Chaplains aim to go out on the first two Fridays of the month, volunteers permitting but once there are enough volunteers available they would like to increase this to every Friday and Saturday evening. The Chaplains meet together at 10.00pm in their base in the cafe at Holy Trinity church on Boar Lane. At the present time this is only accessible to volunteers, however it is hoped that eventually they will be able to offer somewhere with "Safe space" available for anyone who needs some time to chill out. The Street Chaplains usually stay out until around 2.0pm but with more volunteers they would be able to stay out ideally until around 4am.

All volunteers are trained and CRB checked and they carry Nitenet radios.

Taxi Marshalls

Since 2005, on the run up to and including Christmas and New Year, Taxi Marshalls have been deployed in Leeds city centre on weekend nights (Friday and Saturday).

The role of the Marshalls is to manage taxi queues in hotspot locations, where footfall of night revellers is high, as is the dependency on taxis to transport people on to their forward destinations. As well as ensuring crowds are managed as they wait and that customers are ferried into cabs smoothly and fairly, the Marshalls are also able to protect the safety of taxi drivers and support the ongoing work of identifying rogue private hire operators – working in partnership with licensed venues; West Yorkshire Police (WYP); British Transport Police (BTP) and Leeds City Council Taxi and Private Hire Licensing Enforcement Officers. The male and female Marshalls, who are Security Industry Agency (SIA) registered, are fully trained in their role.

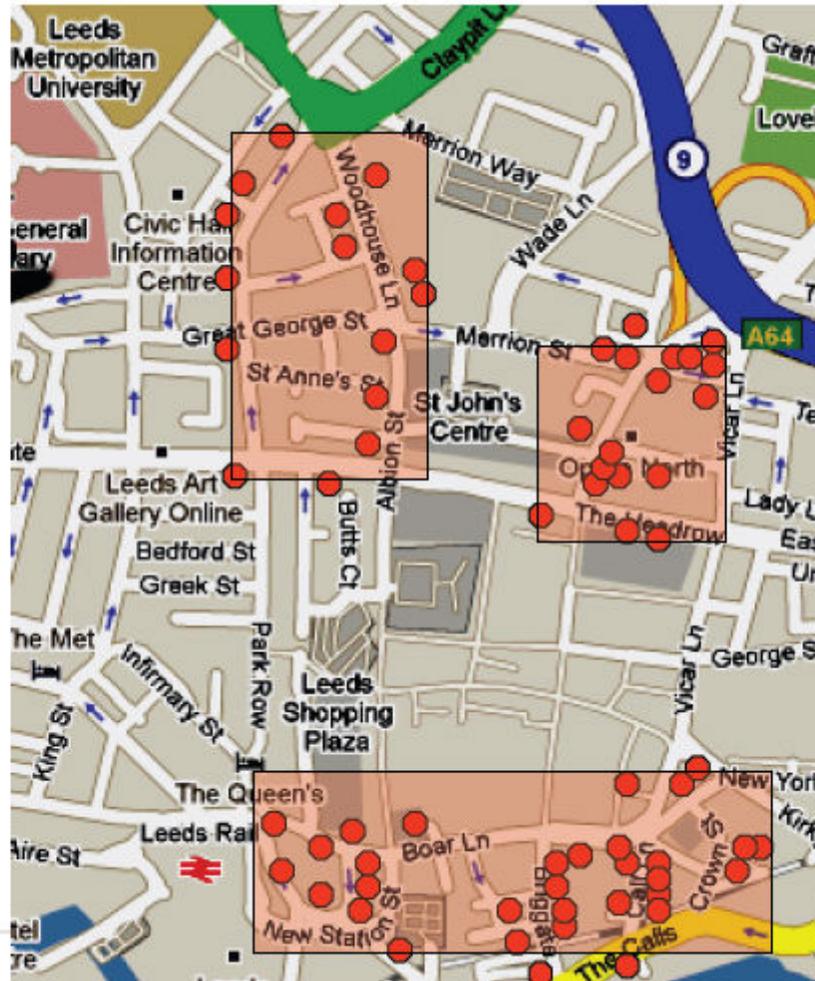
A very successful partnership working approach is adopted throughout their deployment - including the attendance at joint pre shift briefings and passing attention by City Neighbourhood Policing Team /British Transport Police. Communication and surveillance is enabled through the Nitenet radio system and Leedswatch.

Alcohol Arrest Referral Programme

The Leeds Alcohol Arrest referral programme has now been running for a full year and after a relatively slow start the cell based workers are now giving in excess of 100 Brief Interventions every month to a wide range of persons arrested in the city for alcohol related offences of violence and disorder. The majority of recipients of the service are age between 18 – 24 years and could be classed as 'Hazardous' drinkers or more commonly known as Binge drinkers. It is of value to note that for the past 6 months Cry, the service provider in the cell area has taken data from arrestees and tracked their offending and since the arrest and intervention 89% of these offenders have not been arrested for a subsequent similar offence. Plans to roll out the scheme across all of Leeds are stalled due to the refurbishment plans for the cells across the city.

Appendix 3: Key Licensed venues in Leeds city centre

Oceana, Varsity,
 Yates, Baja Beach Club,
 Fab Café, Wakabout,
 O2 Acadamey, Bourban bar
 Revolution, The Courtyard
 Sports Café, The Northern
 Monkey
 NU Bar, Tiger Tiger,
 Bar Risa, Sandanista,
 Gatecrasher, Sela Bar,
 Flares, Bar Censsa,
 Birdcage, The Brassiere,
 The New Penny, Revolution,
 Bar Room Bar, Doctor Wu's,
 Mezz, Chilli White
 Space, Milo
 The Regent, The Hi-Fi Club
 The Duncan, Fire, Wire
 Superna, Oporto, Jake's Bar



Franks Bar, The
 Reform
 The Wrens,
 Santiago's
 Casa Locos, Mint
 North Bar, Rio's
 The Horse and
 Trumpet
 The Vine, The Three
 Legs
 Cloud Nine, Blue
 Coyote
 Verve, Spencers,
 Scarborough Hotel
 Prince of Wales,
 Cockpit
 The Brewery tap,
 Square
 Hogs Head,
 Smokestack
 The Viaduct, Stone
 Roses Bar
 Queens Court, Fibre

