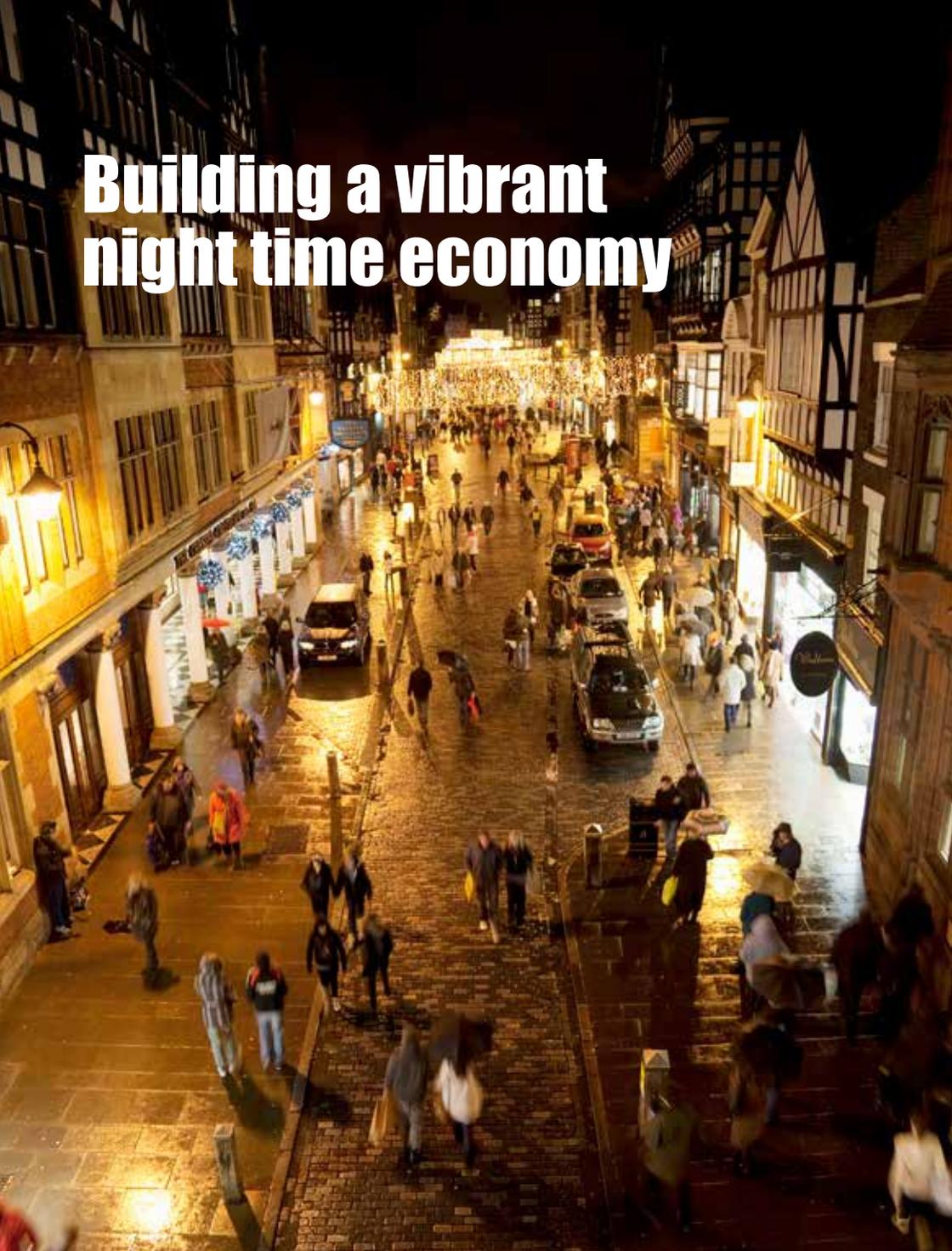


# Building a vibrant night time economy



# Foreword from LGiU



These are turbulent times for local government: reform of local government finance, devolution, Brexit, could all have significant impact on how councils function.

Above all we know that a business as usual approach to public services will not be adequate to face the complex challenges posed by changing economies, demographics and environments.

At LGiU we believe that within this context two things are clear.

First, that we need to take a joined up and preventative approach to managing problems. Moving from a service delivery model that is reactive and focused, to one that is forward looking and holistic.

Second and more fundamentally, we need to think about what a local authority is actually for. We argue that councils must take a broader view of their function. Too often they have seen themselves simply as administrators of services, now they need to imagine themselves as curators of places, as facilitators who create the environment in which communities can flourish and fulfil their potential.

This report on building a vibrant night time economy speaks to both these priorities and gives them practical expression.

It's easy to view the night time economy on the 'problem' side of the ledger: challenges around crime, around public health and anti-social behaviour. We know for example that 53 per cent of violent crime is still alcohol related.

However things are undoubtedly moving in the right direction nationally. ONS figures show that binge drinking has fallen by 24 per cent and alcohol-related violent crime has fallen by 40 per cent since 2007. And the NHS has calculated that underage drinking has fallen to its lowest rate on record.

This report highlights the positive steps that many local authorities have made in taking a proactive and connected approach to tackling these problems.

But it also makes clear that the night time economy is an opportunity: to drive business growth, but also to build vibrant, creative areas. Places that people want to live in, with all the benefits that flow from that.

There's still much work to be done on this of course, but this report shows the progress that has already been made and makes practical recommendations to help local authorities do better.

Councils are in a great position to drive this agenda forward, creating flourishing night time economies that work for everyone.

Amidst so many challenges it's an opportunity we hope they will take.

**Jonathan Carr-West**  
**Chief Executive, LGiU**

## References

[www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare](http://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare)  
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[www.hscic.gov.uk/catalogue/PUB17879](http://www.hscic.gov.uk/catalogue/PUB17879)

# Introduction

A vibrant night time economy brings with it many benefits. It is estimated to be worth £66bn a year to the UK economy and employs 1.3m people, so there is great potential for councils to tap into this value for their area. It boosts local businesses by attracting visitors from out of town to spend money in the centre, without fear of becoming a victim of crime. Young people are more likely to stick around after they finish their education if they have a diverse range of nightlife options, preventing a 'brain drain' in the local workforce. It provides opportunities for children and teenagers to socialise that do not revolve around alcohol. It reduces the burden on police and A&E resources through preventative rather than reactive approaches.

The phrase 'night time economy' may conjure in your mind images of hedonistic, alcohol-fuelled chaos, underage drinking and violent crime. And within your council, it may be synonymous with high spending on policing, emergency services and enforcement.

However many areas that have been plagued by problems caused by their night time economy have pulled off remarkable transformations. By pulling together several council departments, agencies, charities, schools and local businesses in partnership to tackle the problems associated with the night time economy from many angles, these places are now vibrant places to live, visit and work.

This trailblazing work is happening all over the country, responding to particular local needs and challenges, but often their stories are not shared wider than their own community. There is a danger that councils use their limited resources re-inventing solutions that are already working elsewhere. We need to link councils into a broader conversation to share best practice between them; for instance the recent Home Office Modern Crime Prevention Strategy went a long way towards doing this. Instead of designing a bespoke solution in

every neighbourhood, councils should be able to pick and choose from a range of ideas that others have already pioneered and found to be effective.

As local authorities begin the shift to full business rate retention by 2020, the success of the local economy will increasingly become intertwined with councils' ability to fund their services. In this context, the night time economy could either be a burden or an opportunity for councils. Much of the focus of existing projects in this space has been collaboration with local businesses – small and large, both retailers and venues – to present a united front to troublemakers and promote a safe recreational environment.

This kind of hands-on partnership between councils and their local business community will become necessary across all departments going forward; and there is a lot of momentum within local authorities to bring the local economy into focus within its strategy. A mutually beneficial project around the night time economy could provide a great opportunity to start building those relationships on a positive footing and with a common goal.

One of the major challenges for those wanting to get started in their area is that the issues emerging from the night time economy are dealt with in a fragmented way, by different people with different priorities and with little direct oversight. In some cases Police and Crime Commissioners are taking up this mantle, because of the impact on their resources, or it will fall to the Town Centre Manager. Others are looking at appointing 'night time economy champions', or even 'Night Time Mayors', to act as a single point of accountability for the overarching strategy.

There could be opportunities within the devolution conversations to design in specific oversight of the night time economy, that could perhaps fall within the remit of a directly-elected mayor. Whatever the local circumstances, politically and structurally, finding someone who can effectively bring together the disparate actors with a stake in the night time economy is key.

As ever, the first step is always the hardest. For those pioneers within councils who want to get their night time economy strategy off the ground, this report will give them the advice and resources to get things started. Change will not happen overnight, but a vibrant night time economy will bring far-reaching and enduring benefits to the local community that will be worth the effort and investment.

## References

[www.tbr.co.uk/pages/tbr-observatory/night-time-economy.php](http://www.tbr.co.uk/pages/tbr-observatory/night-time-economy.php)

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[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/509831/6.1770\\_Modern\\_Crime\\_Prevention\\_Strategy\\_final\\_WEB\\_version.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/509831/6.1770_Modern_Crime_Prevention_Strategy_final_WEB_version.pdf)

# Recommendations: 5 ways to achieve a vibrant night time economy



In this report we have drawn on case studies from across England and Wales to develop 5 recommendations for local authorities. By gathering together examples of best practice, we hope to encourage those working in local government to take the first steps towards setting up similar activities in their local area.

## 1. Build partnerships

Partnerships between all those with a stake in this area – police, local authorities, emergency services, businesses and communities – are an essential foundation on which to create a successful and safe night time economy.

## 2. Diversify your economy

Attracting restaurants, music venues and other entertainment options to locate in your town centre will allow people to choose from a range of alternative activities; to encourage a wider range of people into town in the evening and night time, and to reduce alcohol-related crime and injury.

## 3. Share intelligence

Organisations involved with the night time economy are all busy collecting their own data to feed into their plans. Sharing this intelligence increases the insight and the value it can bring and supports a coherent strategy.

## **4. Nominate a champion**

Nominating a single person who will be the single point of accountability for all things related to the night time economy will bring together all those working on these issues in the local area.

## **5. Break down silos**

Often the night time economy is dealt with in a reactionary way, sorting out problems as they arise. But by working across the council silos a more proactive and positive approach can be taken.

# 1. Build partnerships



It is no accident that this point comes first – it is the cornerstone of any successful night time economy strategy. Partnerships between all those with a stake in this area are an essential foundation.

The associated problems, like violent crime, alcohol-related injuries and underage drinking, are already being dealt independently by the police, health services, schools, courts and businesses, among many others. Meanwhile, many of the structural decisions are taken by town centre managers, planners and licensing departments. There is a high chance of duplicating work and even working at cross-purposes if organisations do not hear how others are interacting with the night time economy, the issues they see and the actions they take.

Of course, any comprehensive strategy for the future cannot rely on council resources alone. Many of the best examples of vibrant town centres from around the country have heavily involved their local business community in all aspects of the planning; and in some cases they have even led the drive through a range of local partnership schemes. This involvement has typically taken the form of improved data sharing, setting minimum standards and sometimes even funding through a Business Improvement District levy.

Similarly, local authorities can access a host of schemes like Street Pastors, which help to boost standards locally and improve the experience for the community. Many are supported by the drinks industry, such as Best Bar None, the Proof of Age Standards Scheme (PASS), Pubwatch and Purple Flag.

One such scheme is Community Alcohol Partnerships (CAP), which initially focused on underage drinking but has branched out further due to the success of its model. The Government also introduced Local Alcohol Action Areas in 2014, which offers certain areas

mentoring and support from the Home Office, Public Health and coordinated and targeted support from local partnership schemes (above); another round of applications is promised soon.

A full list of organisations can be found at the back.

# Case studies

## Durham County Community Alcohol Partnership

In Durham, several organisations, including Durham Constabulary, Durham County Council, Public Health, schools and retailers, agreed that underage drinking was causing problems locally and decided to set up a Community Alcohol Partnership (CAP). The aim of this CAP was to promote an environment where under-18s choose not to drink alcohol and where alcohol is hard for them to access.

To achieve this, a 'Responsible Retailer' scheme was set up, in which local alcohol retailers committed to industry schemes like Challenge 25 (which encourages employees to ask young-looking customers for their ID). Major retailers began offering training and workshops for smaller local shops, to ensure employees know how to recognise underage drinkers and what the laws are. Also, as a way of supporting smaller businesses, a Police Community Support Officer (PCSO) "adopted" an off licence each, to build a strong relationship and provide ongoing support.

[www.communityalcoholpartnerships.co.uk/case-studies/durham-county-cap](http://www.communityalcoholpartnerships.co.uk/case-studies/durham-county-cap)

# Case studies

## Nottingham city centre

Nottingham was struggling with a negative image, in which its night time economy was seen as a hotspot for crime and disorder. To combat this perception and to take a proactive rather than reactive approach, Nottinghamshire City Council took up the idea of a Business Improvement District (BID), but in order to focus on the night time economy, they set up a Leisure BID in which only licensed premises in the area were required to pay a levy.

The extra funding this brought in allowed investment in taxi marshals and Street Pastors and the introduction of schemes such as Best Bar None. It enabled businesses to work together with a common purpose.

In addition an innovative partnership was formed between the police and several council functions with an integrated management structure to tackle anti-social behaviour.

As a result of these interventions, crime fell by 5.5 per cent year-on-year and anti-social behaviour dropped by a third.

[www.portmangroup.org.uk/docs/default-source/recruitment-jds/nottingham-case-study.pdf?sfvrsn=0](http://www.portmangroup.org.uk/docs/default-source/recruitment-jds/nottingham-case-study.pdf?sfvrsn=0)

# Case studies

## Local Alcohol Partnerships

Alcohol businesses have developed and funded innovative partnerships with local authorities and police forces to help create safer town centres and more vibrant night time economies. Schemes such as Best Bar None and Pubwatch raise the standards in licensed premises and work to reduce alcohol-related crime and disorder, whilst Community Alcohol Partnerships and the Proof of Age Standards Scheme (PASS) target underage drinking and sales to under 18s. The Purple Flag scheme recognises and accredits excellence in the management of town and city centres in the night time economy. These schemes also work alongside the Street Pastors and Business Improvement Districts.

These partnerships complement each other, and can be integrated into existing local partnership structures to create a valuable toolkit to tackle specific alcohol-related issues. Partnership schemes are already active in many communities across the UK including:

- 650 registered Pubwatches
- 100 Community Alcohol Partnerships
- 62 Purple Flag accredited areas
- 55 Best Bar None schemes
- 1.449 million Proof of Age (PASS) cards in circulation

As the social responsibility body for UK alcohol producers, the Portman Group facilitates the coordinated working of the schemes – as the Local Alcohol Partnerships Group – and can be contacted for more information.

**[www.portmangroup.org.uk/responsibility-programmes/landing\\_page/local-partnerships](http://www.portmangroup.org.uk/responsibility-programmes/landing_page/local-partnerships)**

**Local Alcohol Partnerships Video: [www.youtube.com/watch?v=y334hgyGHWI](https://www.youtube.com/watch?v=y334hgyGHWI)**

## 2. Diversify your economy



Attracting restaurants, music venues and entertainment options to locate in your town centre will allow people to choose from a range of alternative activities where alcohol consumption comes second. This approach has the potential to encourage a wider range of people into town in the evening and night time and to reduce alcohol-related crime and injury.

There need to be alternative activities on offer, so as to attract a wider range of people into town in the night time and to reduce the level of crime and injury related to excess alcohol consumption. It is important also for there to be options for people to stay in or come into town during the early evening, which may attract a more diverse crowd and increase perceptions of safety.

Encouraging a diverse range of activities is where the council can play a powerful role, particularly through its licensing and planning functions. Having a strong strategy helps to give people confidence to know what kind of proposals the council will support and why. Investing in things like night time transport links will also show that the council is serious about its vision.

When it comes to giving out entertainment and alcohol licences, councils can use this as an opportunity to build partnerships with businesses they work with. Businesses can be informed about and incentivised to join existing local schemes like Best Bar None. They can require applicants to fulfil certain requirements which help to meet wider objectives in the night time economy strategy; and venues could be required to sign up to industry schemes like Challenge 21 and Challenge 25 (which support on- and off-trade venue staff to ask for proof of age).

It makes sense to leverage pre-existing relationships that councils have with local businesses and venues, through planning, licensing and other departments. These can be used to encourage

innovative thinking and a diverse range of activities. For instance, pubs could be persuaded to bring in live bands or host comedy evenings to move the emphasis away from drinking without affecting the venue's income.

This is not restricted to licensed premises either. Other venues that typically attract day-time visitors can be repurposed as evening activities, like late opening museum nights, late night shopping, extended leisure centre opening hours and London Zoo's 'Sunset Safari'.

The next step, once organisations have been persuaded to think creatively about their contribution to the night time economy, and even to proactively pitch ideas, is for the council to smooth the process for approval. This means ensuring everyone is on the same page about what the goal is, ensuring that any opportunities the economic regeneration team bring in are flagged up to planning and licensing teams. It also means reviewing internal processes of approval, so that the council can be responsive and efficient. This could mean issuing temporary licences for one-off events using vacant buildings, supporting residents' plans for street parties and making council assets available for use (car parks are now often used to host night markets).

Lastly, making joined-up planning decisions, both within the council and between different tiers of government, gives the ability to engineer a balance of different property uses, such as cinemas, bowling alleys, music venues, theatres, restaurants, as well as pubs and clubs.

## References

[www.zsl.org/sunset-safari](http://www.zsl.org/sunset-safari)

# Case studies

## Late night shopping in Exeter

Working with Exeter Chambers of Commerce, Town Centre Managers at Exeter City Council ran a campaign to encourage retailers located in the city centre to lengthen their opening hours. The council hoped to encourage people to stay in town into the evening and to boost the local economy. It was supported by several large retailers and shopping centres, who pledged to stay open until 7pm on Thursdays.

It was hoped that by encouraging shoppers to come into town later, people would stay on for dinner and drinks at the city's restaurants and bars. As a way of helping the initiative, council-owned car parks offered free parking on Thursday evenings and the council worked with transport operators to put on extra bus services.

[www.exeterexpressandecho.co.uk/exeter-city-centre-shops-open-later-boost/story-20829275-detail/story.html](http://www.exeterexpressandecho.co.uk/exeter-city-centre-shops-open-later-boost/story-20829275-detail/story.html)

# Case studies

## Leeds Light Night supported by Leeds City Council

Leeds City Council has run its annual Light Night for the last 11 years; a festival of light projections, exhibitions, installations, film, dance, music, theatre and street performances across several venues in the city centre.

The event is partly funded by the Arts Council and is run in partnership with Leeds Business Improvement District (BID), Visit Leeds and the Child Friendly Leeds team. The festival is a collection of independently organised events, arranged by charities, community groups and others, who can bid for a small grant to cover their costs. The main role played by the council is looking after transport, promotion, signposting and health and safety.

The festival opens up the city centre to a diverse range of people, including children, who would usually not feel welcome in the evening. It attracts visitors from outside the region and raises Leeds' profile as a vibrant, cultural city.

[whatson.leeds.gov.uk/lightnight/Pages/default.aspx](http://whatson.leeds.gov.uk/lightnight/Pages/default.aspx)

# 3. Share intelligence



Organisations involved with the night time economy all have their own anecdotal evidence of problems and solutions and are busy collecting their own data to feed into their plans. This information is incredibly valuable for others working in the local area; sharing this intelligence between organisations and departments only increases the insight and the value it can bring.

However, it is not enough to simply agree to share information. Consideration must go to who it should be shared with and the method in which it is shared, whether hi-tech like mapping tools, shared databases and IT integrations, or low-tech like arranging monthly meetings or talking over radio handsets.

Equally, the frequency at which data should be shared is worth thinking about. For example, details of troublemakers at a venue will be no use if not shared rapidly with other venues so they can be barred entry. There are also other data sources that could be useful to illuminate the picture. The Police's street level crime data and Public Health England's LAPE data (Local Alcohol Profiles for England) are publicly available.

The pooled intelligence from many sources can help to inform the council's top level night time economy strategy: to indicate where to put resources, to find out what is working and what is not and to discover where the gaps in knowledge lie. Once the facts are compiled, councils can start making a big impact by just targeting resources effectively.

One initiative that demonstrates this, pioneered by Street Pastors (a group of volunteers who help keep people safe on their nights out) is to hand out free flipflops to women who have taken their uncomfortable shoes off to walk home, as a way of reducing A&E admissions for cut feet and broken ankles. This has been set up in many town centres around the country with the support of local

police, hospitals and councils, such as Richmond in London where the council gave a £15,000 grant to fund the service.

Ongoing information sharing is also key; the success of schemes like Pubwatch relies on local authorities and police sharing offender data on a regular basis to ensure they will be barred. Evaluating the success of current and past projects not only feeds back into the strategy, but is helpful for those working in other regions who want to learn from these experiences.

Businesses should also be encouraged to share information with each other on a regular basis. This could be during the evening, like sharing information about trouble on the streets. Equally it could be in a more strategic context, such as helping to improve employee skills (as seen in Durham County CAP area, discussed earlier).

Intelligence-sharing between businesses and other agencies can also be fostered, such as the partnership in North Wales between Pubwatch scheme members, the police and hospitals to discourage abuse of hospital staff. Details of assaults on NHS employees that involve alcohol are passed to local bars and pubs so that offenders can be universally barred across the region.

The council's role should be to facilitate these conversations and encourage data sharing between other organisations. It should also gather as much information together as possible to feed back into the overarching night time economy strategy, planning decisions and licensing enforcement.

## References

[www.theboltonnews.co.uk/news/11668888.Violent\\_crime\\_in\\_Bolton\\_town\\_centre\\_is\\_on\\_the\\_decrease\\_\\_say\\_police/](http://www.theboltonnews.co.uk/news/11668888.Violent_crime_in_Bolton_town_centre_is_on_the_decrease__say_police/)

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[www.bcuhbneurosciences.wales.nhs.uk/news/20064](http://www.bcuhbneurosciences.wales.nhs.uk/news/20064)

# Case studies

## The Cardiff Model

A professor at Cardiff's University's School of Dentistry is credited with inventing the 'Cardiff Model', a pioneering way of sharing data between agencies to reduce violent crime and hospital admissions. Jonathan Shepherd's approach involves hospitals sharing information from victims about where they were attacked with the police and the council. Often such assaults go unreported to the police; but by setting up monthly meetings with representatives from all relevant organisations to share data, the police and councils could better target their resources at the violence hotspots and reduce the level of injury.

He also noticed a pattern in the types of facial injuries he was treating, which were the result of being hit with glass during their night out. This resulted in pressure being applied by agencies for Cardiff's licensed venues to swap glass bottles and cups for plastic ones and an immediate decline in facial injuries followed.

This model is widely accepted to be a very simple, low cost and effective way of reducing alcohol-related crime and has been adopted by many other towns and cities across the UK and internationally. It should be noted that, if implemented in a heavy-handed way, individual premises located in the areas where violence is high can feel a lot of pressure even if their venue is not responsible. A true partnership approach is necessary to prevent this from happening.

[www.bbc.co.uk/news/uk-wales-south-east-wales-20669062](http://www.bbc.co.uk/news/uk-wales-south-east-wales-20669062)

# Case studies

## Eastbourne Business Crime Group

Eastbourne Business Crime Group is a partnership between local businesses, Eastbourne Borough Council, Sussex Police and Eastbourne Community Safety Partnership. Businesses operating in the day and night time economy pay a monthly membership fee, which gives them access to up-to-date intelligence on offenders from Sussex Police.

Information is shared through a password-protected website, a radio communication system and during weekly intelligence meetings for security personnel and premises managers.

[www.eastbourne.gov.uk/businesses/business-support-and-advice/starting-up-a-business/eastbourne-business-crime-group/](http://www.eastbourne.gov.uk/businesses/business-support-and-advice/starting-up-a-business/eastbourne-business-crime-group/)

## 4. Nominate a champion



As discussed, many people are working independently to build the night time economy. Nominating a single person who will be the single point of accountability for all things related to the night time economy will bring those people together. The champion can create a coordinated strategy and ensure the momentum is maintained. This position could be a designated 'night time economy champion', which could be a cabinet member, or even a Night Mayor.

Having a single point of contact for these issues and a clear strategy builds confidence among businesses to know where to go for advice and to understand the logic behind the decisions being made. For agencies involved with management of these issues, knowing that someone is responsible for ensuring commitments are met and the agenda is moved forward is reassuring.

The idea of a champion does not just need to refer to someone responsible for the strategic vision. It is also useful to have a single point of contact for those out and about in the town during the night. Swansea has introduced a new role to the team patrolling the streets in the evening, that of Night Time Ambassador. This person acts as a sort of tourist information point, signposting people to transport, venues and help points.

Inevitably, the type of position and the structures around it will need to fit the local context, but what people are increasingly agreeing on around the country is the need to have someone responsible for driving the strategy.

### References

[www.southwales-eveningpost.co.uk/friendly-face-guide-city-visitors-night/story-28322362-detail/story.html](http://www.southwales-eveningpost.co.uk/friendly-face-guide-city-visitors-night/story-28322362-detail/story.html)

# Case studies

## London Night Mayor idea

London's nightlife is a draw for visitors from across the UK and around the world, so supporting the night time economy has been an important focus for the city's leaders. Plans to run a 24 hour tube service are already in the works, to support workers as well as revellers. In March 2016, the Mayor's office confirmed plans for a Night Time Commission, a six month investigation into what should be done to protect and manage the night time economy.

The commission follows on from last year's Grassroots Music Venues Rescue Plan which recommended that a night time economy champion should be appointed who could bring together businesses, residents, local authorities, transport, police and emergency services. Other cities, including Amsterdam, have already appointed Night Time Mayors. Although this has not yet been implemented in London, the Night Time Commission will be discussing what the role of such a person would be, with a view to creating the position in the future.

[www.london.gov.uk/press-releases/mayoral/night-time-commission-for-the-capital](http://www.london.gov.uk/press-releases/mayoral/night-time-commission-for-the-capital)

## Cardiff's Night Time Economy Champion proposal

When Cardiff Council's Scrutiny Committee was setting its work programme for the year, in 2015, they asked for suggestions from their statutory partners. The police suggested that they look at the night time economy. So the Committee carried out a 'Task & Finish' investigation looking at how to reduce crime and disorder in the night time economy in a time of austerity.

It found that Cardiff manages its night time economy well. However, it was dependent on many different groups whose funding was not sustainable, who relied on outside funding or were having their funding cut. It also found that there was lack of strategic oversight on this issue.

The Scrutiny Report, published in March 2016, recommended that the Cabinet identify someone within the Cabinet who would take on the role of Night Time Economy (NTE) Champion. This came off the back of key findings that showed that there was not much joined-up thinking happening and that there was no one person who had responsibility for managing the night time economy.

Once nominated, the Night Time Economy (NTE) Champion would be the person responsible for providing strategic and tactical leadership within the council. They would cover the range of associated issues including crime and disorder and would ensure that the Council's legal responsibilities and duties are met. They would be responsible for the development of an action plan for managing the night time economy (which is required under the Welsh Government's 'Framework for Managing the Night Time Economy in Wales').

*Cllr Mary McGarry, Chair of the Community & Adult Services Scrutiny Committee*

**[cardiff.moderngov.co.uk/documents/s9911/Item%201.pdf](http://cardiff.moderngov.co.uk/documents/s9911/Item%201.pdf)**

# 5. Break down silos



As well as encouraging effective working relationships between external organisations focusing on the night time economy, it is just as important to do the same within the council, to break down silos between different departments and between officers and elected members. Many different teams have a stake in the night time economy: planning, licensing, health, town centre management, transport and more. Similarly, several council committees deal with the same issue from different angles: economy, leisure, health and wellbeing. Breaking down silos should apply to relationships between levels of government which have responsibility for different services.

Often the night time economy is dealt with in a reactionary way, sorting out problems as they arise, but by working across the council silos a more proactive and positive approach can be taken. For instance, the leisure and recreation team may have ideas about how to involve a more diverse audience. This was the case in North Somerset, whose council was the driving force behind the Dismaland project, which brought 200,000 people to the park over six weeks, for daytime and evening activities. The council invested £50,000 in the project and it generated a estimated economic benefit of £20m for the region.

Licensing departments can work with town centre managers to reduce flash points during the night, by better managing the flow of people through the town and managing crowds, as is the case in Bassetlaw District Council. Street pastors and street marshals can play a role here, as well as fostering good relationships with venue door staff. Infrastructure teams and planners working together can design town centres that discourage crime, a philosophy adopted by Maldon District Council.

Balancing the priorities and duties of different teams is another key reason for breaking down silos. While environmental health

officers respond to noise complaints from residents about nearby venues, it is important that any response is balanced with the benefits brought by the night time economy. Noise complaints are responsible for many venues closing down across the country, and with loosened planning rules, in many cases developers can convert buildings into flats without planning permission. Bristol City Council recognised the importance of its smaller venues to the city's residents and visitors in its decision to require a new development located near a popular city centre music venue to ensure adequate sound-proofing for its flats.

There is no quick and easy way to implement cross-silo working and it will be context-specific. However having a clear strategy that everyone working in the local authority can refer back to when making or querying decisions is a good first step to facilitating cross-departmental cooperation.

## References

- [www.n-somerset.gov.uk/wp-content/uploads/2016/05/Local-Government-Chronicle-feature-on-Dismaland.pdf](http://www.n-somerset.gov.uk/wp-content/uploads/2016/05/Local-Government-Chronicle-feature-on-Dismaland.pdf)
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- [www.louderthanwar.com/the-fleece-venue-may-not-be-forced-to-close-in-decision-that-may-affect-venues-countrywide](http://www.louderthanwar.com/the-fleece-venue-may-not-be-forced-to-close-in-decision-that-may-affect-venues-countrywide)

# Case studies

## Newquay Safe Partnership

Newquay Safe Partnership was created in 2009 in response to increasing problems in Newquay linked to bad drinking habits. There was an influx of young tourists and stag/hen parties who were causing trouble and injuring themselves as they enjoyed Newquay's nightlife. The town suffered from a negative image in the media and other types of tourists were put off coming there on holiday.

The group consists of several agencies including the police, coastguard, drug and alcohol teams. The council services involved were: Cornwall Fire and Rescue Service, Anti social behaviour team, Customers and Communities Service, Community safety, Environment service, Legal, Licensing service, Visit Newquay and Visit Cornwall, Safeguarding children service, Trading standards and the Youth Service. The partnership also works closely with the town councillors.

Regular partnership meetings are held to ensure all members are kept aware of the ongoing projects at each organisation. It also provides timely briefings for all councillors.

The partnership is largely supported by Cornwall Council and Devon and Cornwall Police, in terms of human resources rather than financial.

[www.cornwall.gov.uk/community-and-living/newquay-safe/newquay-safe-partnership/](http://www.cornwall.gov.uk/community-and-living/newquay-safe/newquay-safe-partnership/)

# Case studies

## Birmingham City Council

Birmingham's city centre struggled with a negative reputation for disorder, drunkenness and violence, which prompted the police and Birmingham City Council to start focussing on the city's night time economy in partnership. The Joint Licensing Taskforce was formed, with the police and relevant council departments represented, to tackle problems related to licensed premises.

The group meets regularly to discuss complaints that have reached any of the represented teams such as licensing, environmental health, enforcement or planning. When two or three departments are dealing with the same problems an inspection team, with all teams represented, is sent to the premises unannounced to find out what is happening.

Building on the success of the Joint Licensing Taskforce, the Night Time Economy Steering Group was set up, chaired by the West Midlands Police. This brought together an even wider group of organisations, including the Business Improvement District (BID), universities, the fire service and Pubwatch, as well as local authority departments. The core group meets approximately every two months and other departments can be brought in when needed.

The taskforce works from a Delivery Plan, which is agreed upon during a conference, at which the priorities are debated by the whole group. This is a really useful way of breaking down the silos; by getting to know people at the conference it is much easier to pick up the phone and resolve issues in future.

*Chris Neville, Head of Licensing at Birmingham City Council*

# Who's involved from the council and outside?



# Conclusion

By demonstrating leadership and by creating and publicising a clear strategy, those working within and outside the council will have the confidence to work on these problems in a joined-up way, knowing that they have support.

We have discussed just a few of the many excellent examples of collaboration and innovation happening in this space. Strong partnerships are the central pillar of any successful night time economy strategy, recognising that many different groups have much to gain from a safe environment and are willing to pull their resources together.

It is encouraging to see that many councils across England and Wales are realising the benefits of a well-managed night time economy to their residents and their local economy. By sharing best practice and providing 5 simple recommendations, we hope that others will be inspired to follow in their footsteps.

# Key contacts and resources

Advertising Standards Authority – [www.asa.org.uk](http://www.asa.org.uk)

Association of Convenience Stores – [www.acs.org.uk](http://www.acs.org.uk)

Association of Licensed Multiple Retailers – [www.almr.org.uk](http://www.almr.org.uk)

Association of Town and City Management – [www.atcm.org](http://www.atcm.org)

Best Bar None – [www.bbuk.com](http://www.bbuk.com)

British Beer and Pub Association (BBPA) – [www.beerandpub.com](http://www.beerandpub.com)

British Institute of Innkeeping – [www.bii.org](http://www.bii.org)

Business Improvement Districts (BIDs) – [www.gov.uk/guidance/business-improvement-districts](http://www.gov.uk/guidance/business-improvement-districts)

Drinkaware – [www.drinkaware.co.uk](http://www.drinkaware.co.uk)

Challenge 21 & Challenge 25 – [www.beerandpub.com/shop/display-material](http://www.beerandpub.com/shop/display-material)

Community Alcohol Partnerships (CAP) – [www.communityalcoholpartnerships.co.uk](http://www.communityalcoholpartnerships.co.uk)

Home Office (see Modern Crime Prevention Strategy, March 2016) – [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/509831/6.1770\\_Modern\\_Crime\\_Prevention\\_Strategy\\_final\\_WEB\\_version.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/509831/6.1770_Modern_Crime_Prevention_Strategy_final_WEB_version.pdf)

Lifeskills Education & Alcohol Foundation (LEAF) – [www.leafskills.org.uk](http://www.leafskills.org.uk)

Local Alcohol Action Areas – [www.gov.uk/government/publications/local-alcohol-action-areas](http://www.gov.uk/government/publications/local-alcohol-action-areas)

Local Alcohol Partnerships – [www.portmangroup.org.uk/responsibility-programmes/landing\\_page/local-partnerships](http://www.portmangroup.org.uk/responsibility-programmes/landing_page/local-partnerships)

Local Alcohol Profiles for England (LAPE) – [www.lape.org.uk](http://www.lape.org.uk)

National Proof of Age Standards Scheme (PASS) – [www.pass-scheme.org.uk](http://www.pass-scheme.org.uk)

OfCom – [www.ofcom.org.uk](http://www.ofcom.org.uk)

Portman Group – [www.portmangroup.org.uk](http://www.portmangroup.org.uk)

Pubwatch – [www.nationalpubwatch.org.uk](http://www.nationalpubwatch.org.uk)

Purple Flag – [www.atcm.org/programmes/purple\\_flag/WelcometoPurpleFlag](http://www.atcm.org/programmes/purple_flag/WelcometoPurpleFlag)

Retail of Alcohol Standards Group – [www.wsta.co.uk/about-us/committees/133-info/686-retail-of-alcohol-standards-group](http://www.wsta.co.uk/about-us/committees/133-info/686-retail-of-alcohol-standards-group)

Scotch Whisky Association – [www.scotch-whisky.org.uk](http://www.scotch-whisky.org.uk)

Street Level Crime Data – [www.police.uk](http://www.police.uk)

Street Pastors – [www.streetpastors.org](http://www.streetpastors.org)

Wine and Spirits Trade Association (WSTA) – [www.wsta.co.uk](http://www.wsta.co.uk)

**LGiU** is an award winning think-tank and local authority membership organisation. Our mission is to strengthen local democracy to put citizens in control of their own lives, communities and local services. We work with local councils and other public services providers, along with a wider network of public, private and third sector organisations.

**Portman Group** is the social responsibility body for alcohol producers in the UK. Its role is to regulate the promotion and packaging of alcoholic drinks sold or marketed in the UK, to challenge and encourage the industry to market its products responsibly and to show leadership on best practice in alcohol social responsibility through the actions of member companies.

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020 7290 1460  
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