

**GOLDSTEIN AWARDS 2011****Details of application**Title of the project: **Newham Borough - Proactive Licensing Team****Contact Information****Agency and Officer Information:** Newham Borough- Metropolitan Police Service, UK**Key Project Team Members:** DI John CUSHION; DS Robin HARMAN, PC Karl TURTON; PC Georgina BLACK; MPS Higher Intelligence Analyst Jonathan WEST; MPS Intelligence Analyst Katrina HARRIS; Sheila ROBERTS (London Borough of Newham), Christine LYONS (LBN Planning); Bill MCKENZIE (Home Office); Paddy WHUR (Solicitor); David CRISP (Street Pastors); Dmitrij JEMELJANOV (Lithuanian AA); Clare CHARLTON (Regional Health A&E)**Project Contact Person-****Name:** John CUSHION**Position/Rank:** Detective Inspector**Address :** Stratford Police station 18 West ham Lane Stratford E15 4SG**City/State:** London**Phone:** 02082175069**Fax:****Email:** john.cushion@met.police.uk**Please tick box to indicate that all organisations involved in the project have been notified of this entry** (this is to prevent duplicate entries of the same project): **Section 1: Summary of Application** What is the Problem you have identified and are trying to solve? Describe in no more than 400 words.

In the face of increasing levels of Most Serious Violence, Newham borough looked to utilize more innovative methods of sustainable crime reduction than had been used traditionally. Analysis highlighted that a significant proportion of these offences were associated with the borough's nighttime economy with just under half of these offences being alcohol related. Policing this was demanding and unsustainable whilst public concern was high.

A need to focus on the cause rather than the consequence was recognized. It became apparent that partner agencies were not making full use of their regulatory powers to manage these licensed premises and this had led to an increase in Crime, ASB and public fear of crime.

Best practice was sought in addressing violence linked to licensed premises. This developed into a protocol which was focused on coordinated targeting and enforcement utilizing the unique skills and powers of partner agencies, the executive arm of this being the boroughs Proactive Licensing Team. This multi skilled team concentrated on using robust enforcement tactics to promptly address negligent licensees but also engaged in a considerable amount of community engagement and diversionary work. They worked to improve the intelligence held about victims and offenders of crime and the reasons behind offending through a data sharing portal and improved information sharing with the local Accident and Emergency department.

They have also worked to shape the environment of Newham and make it a better place for those who live and work there. They collected evidence for a Cumulative Impact Statement preventing the opening of further licensed premises in locations which were crime 'hot spots' and also influenced the Local Authority to grant a borough wide DPPO (Designated Public Place Order) preventing public drinking of alcohol. They also sought to address problems unique to Newham's emerging Eastern European community who were disproportionately affected by alcohol related crime in general.

Newham saw a 25% reduction in MSV in the first 6 months of 2010/11 (April to September) which was sustained into 2011. This represents 90 fewer victims of Most Serious Violence during that 6 month period and approximately £2.25 million saved for the tax payer. Their work has been recognized both locally and nationally with praise received from local residents, public health directors, local authority community safety managers, the MPS Territorial Policing Assistant Commissioner and the Association of Chief Police Officers (ACPO) lead for Alcohol and harm reduction.
(Word Count=395)

Section 2: The SARA Process Describe in no more than 4000 words over all 4 sections.

Scanning:

The London Borough of Newham experiences a significant volume of crime and anti-social behaviour, typically seeing 35,000 crimes recorded a year. This places it in the top 5 'busiest' Operational Command Units (OCUs) in the Metropolitan Police Service (MPS) and, as such, one that sees amongst the highest volumes of crime and ASB in the Country as a whole.

Just over 20% of recorded crime in Newham is a crime of violence, with around half of those offences leading to some degree of moderate to serious injury for the victim. The first 6 months of fy09/10 saw a 25% increase in Most Serious Violence (MSV) when compared to the same period of fy08/09. This is all the more significant when one notes that Violence overall only increased by a relatively small amount (3%) indicating a change in how and why offences were occurring. August 2009 in particular marked a watershed with an unprecedented 78 recorded MSV offences in a month (the monthly average to that point had been 48 offences). Whilst an increase in MSV was noted across the MPS, Newham's was far larger than that seen by the rest of London; in fact, for Newham's East London peers, MSV was in decline.

The increase in MSV, though extremely concerning was also being experienced in other aspects of Crime and ASB including Personal Robbery (28% increase) and Dwelling Burglary (25%). Newham Local Authority also reported increases in levels of ASB reported to them through their ASB hotline, particularly in relation to rowdy/ drunken behaviour and noise nuisance associated with licensed premises. This was backed up by public perception surveys (MrUK PAS 2009/10) which highlighted that 52% of residents were fearful of alcohol related late night disorder. Newham also sees levels of alcohol related admissions to hospital and alcohol attributable crime significantly above the UK average, and consistently worse than the rest of London (North West Public Health Observatory-LAPE), demonstrating the toll alcohol takes not only victims and offenders of crime but also the general populace of Newham. Proactive operations had been planned and implemented to address each of these crime issues but each was extremely resource intensive, costly and had little long term impact on the problem.

An extensive programme of public consultation was undertaken to identify the causal factors behind the increases seen. Consultation with community groups (residents; independent advisory groups), health care professionals and representatives of local Licensed premises identified a number of locations concerned in violent crime. These consultations also served to support initial suggestions that alcohol was a factor in many of these offences and how this problem was often focussed within certain communities. (Word Count=439)

Analysis:

Newham Police Borough Intelligence Unit obtained information from the following: Police systems (CAD, Custody, Crime); Newham local authority ASB recording systems (FLARE); SNT intelligence gathering and community intelligence reports and data from the London Analysts Support Site. The following analysis emerged from this information and for ease of understanding will be categorised into Victim, Offender, Location and Time.

Time: Incidents of MSV in Newham occurred throughout the day, however there were a 3 distinct peaks in offending on Friday, Saturday and Sunday evenings into the early hours. Just under 1/3 (31%) of MSV was committed during the 4hrs either side of midnight (2000-0359) on these 3 days which is just over twice the levels expected! This suggested a link to the borough's night time economy (**Appendix 1**).

Victim: Young males (12-29yrs) featured predominantly (34%) as the victim group for MSV. For the time profile detailed above, just over 10% of those victims had consumed alcohol prior to the reported offence (this figure is likely to be a considerable underestimate due to issues of poor use of alcohol 'flags' in crime reports) making them the more vulnerable with regards to victimization.

The degree of and types of injury varied from stab wounds and broken jaws to fatal assaults. Data from the MPS Serious Crime Investigation Command (SCD1) highlights 8 murders in Newham during 2008/09 of which 3 (40%) had alcohol as a contributing factor; a contributory factor that had increased year on year since 2006. 2 of those 3 murders relate to offences featuring Newham's emerging, Eastern European community (as either victim, offender or both). In fact, this community (in particular Lithuanians) appeared to be significantly over represented in terms of victims of alcohol related MSV with 11% of those reporting themselves to be victims of serious violence coming from this community.

It was also recognized that those present whilst an offence occurred or reside locally (and so were witness to an offence) could also be considered "victims" and certainly served to increase the perceptions of violent crime and contribute to the high levels of public concern with it as captured in public attitude surveys.

Offender: The offenders shared a number of characteristics with victims, not least that they were also largely young males (28% of suspects). Again, for the late night time profile associated with the night time economy, they also tended to be under the influence of alcohol with 19% considered by the victim to be so. Eastern Europeans again appeared to be over represented as 16% of offenders for MSV. A review of custody data revealed that Lithuanian's appeared to be over represented in a number of other crime types associated with alcohol as a disinhibitor including shoplifting (20% of those arrested), drink offences (17%), dwelling burglary (12%) and criminal damage (9%).

Aside from the consistent theme of alcohol as a driver behind much of the violence seen in Newham, a separate issue of Eastern European offending, in particular violence fuelled by alcohol, was emerging. Consultation with Independent Advisory Group (IAG) members from this community revealed a culture of hard drinking which put them at increased risk as both victims and offenders of crime. There were also cultural differences in attitudes towards various offence types (particularly domestic violence and drink driving) which meant that offending was even higher than for other economic migrant groups.

Location: MSV in Newham was seen to relatively well spread across the borough, only when it was examined in terms of the temporal profile identified above did patterns emerge. Offences during the weekend/ late to early hours period identified above focused predominantly in Stratford though also clustering in some of the lesser commercial areas (East Ham; Woodgrange; Barking Rd).

When those offences where alcohol was an aggravating factor were examined these 'hot spot's became even more pronounced. Within each location, licensed premises were linked both explicitly (as the venue) and implicitly (as a place the victim or suspect had been on recently frequenting) in around half of the MSV recorded. As part of evidencing the necessity of a DPPO (Designated Public Prohibition Order) for the borough, the location of all borough on and off licenses were mapped and a clear correlation was identified between them and the locations of alcohol related crime and ASB. Broadly, around half of violent crime in Newham was associated with victims, suspects or both under the influence of alcohol (slightly less for MSV at 42%; slightly more for Violence overall at 64%) with 2/3 of alcohol related violence victims assaulted with glass/ bottles.

Examination of crimes linked to these licensed premises identified another consistent theme. That of Licensee disinterest in offences linked to their premises or committed by or on their customers. In many cases, Licensees were obstructive rather than assisting the Police after a violent offence, in some cases destroying CCTV and clearing up crime scenes prior to Police arrival in order to thwart investigation.

A number of specific licensed premises were clearly as being crime generators; Yates Winebar in Stratford; The Rex nightclub in Stratford; The Queens Public House in East Ham and the Victoria Tavern in Beckton. It became apparent that these premises were in many cases victim and offender as well as the location.

(Word Count=869)

Response:

The analytical work completed clearly illustrated that the heart of the issue lay with alcohol related violence and the licensed premises of Newham requiring an effective way of managing these premises. In particular, the analysis highlighted the issue of inappropriate, negligent or absent management of licensed premises as well as a failure by partners to utilize the powers available to them. As a consequence, crime and ASB associated with these premises was dealt with post event as opposed to preventatively.

Newham borough looked to identify best practice with regards to negating the detrimental effects of a night time economy initially given the significant influence this was clearly having on serious violence, ASB and community concern. The models utilised by Cardiff and Liverpool were reviewed as a starting point and developed into a protocol which was focused on coordinated targeting and enforcement utilizing the unique skills and powers of appropriate partner agencies.

The initial focus was on stemming the increase in MSV (particularly the alcohol related MSV), centred on reducing the burden a relatively small number of premises placed upon the Tax payer (as a result of the demand they placed upon the Police, NHS, Local Authority, Immigration services etc.). What was to become known as Newham's 'Proactive Licensing Team' (PLT) started in November 2009, utilizing existing staff to form a 12 person unit working in tandem with the Local Authority's own licensing team and co-located with them at the Borough's Town Hall. These officers were chosen from a variety of backgrounds (public order, investigation, intelligence, community liaison and languages) in order to create a multi skilled unit that would be able to quickly and efficiently deal with any circumstance that was presented to them.

The Team recognised at the outset they did not have sole responsibility or jurisdiction over the premises they would be targeting and so they sought out and engaged with representatives from other enforcement agencies who could bring their powers to bear: Local Authority Planning, Housing, Primary Healthcare Trust, Immigration Agency, Trading Standard, Fire Safety. The Team identified the necessity to utilize a broad range of Partner data to support their activity as well as monitor their performance. As such, an online system for sharing data was created (Share Point) which enables the members of group to quickly provide intelligence held on premises as well as measure the impact of their interventions.

A formalized process for identifying and targeting 'problem premises' was created with a fortnightly Operational Enforcement Meeting where representatives of the relevant agencies required to attend. Specific premises were raised by the members based upon data from Share Point and tactics for enforcement discussed. For each premises to be targeted, a lead agency was identified and a proforma (not unlike a Police Warrant for entry) created detailing the nature of the problem; the evidence to support that problem; the power of entry being used and legislation under which that power exists. This was done to bring about consistency, fairness, clarity and also to ensure compliance with Human Rights (no entries to premises were done purely as 'fishing trips').

Victim: Premises identified by the Team would initially be treated as the victim and invited to a meeting with the Proactive Licensing Team where the extent of the problem they were presenting to the borough was detailed. They were required to agree to adhere to an action plan provided at the meeting or moves to close their premises would follow (as they were then treated as offenders). Support was provided around training for door staff as well as ensuring policies and procedures complied with current legislation.

Community engagement was also seen as a significant component of their work. In a number of instances, the Team went about collecting impact statements from neighbours/ victims of problem premises in order to gauge the impact of a premises and ultimately support enforcement activity if the licensee did not engage sufficiently.

In an case relating to a public house (Essex Arms) the Team supported the local community to form a lobby group and worked to facilitate public meetings between the licensed premises and that group groups so that both sides could convey their perspectives. When enforcement activity took place, post event impact statements were also gathered as a measure of the team's success.

The team also utilized local trading standards officers to support underage sales operations, underage drinkers forming a particularly vulnerable victim 'group'. The team obtained impact statements from underage drinkers parents as well as the 'victim' themselves and produced evidential packages forming proof of irresponsible management.

The inclusion of one of the licensing team in the borough daily management meeting resulted in heightened victim focus and emphasis was placed on persuading victims of crime from licensed premises to substantiate allegations (something they were often reluctant to do).

To increase public confidence that the Police and Partners were addressing issues raised by the community as well and demonstrating the scope of the teams activities, regular articles on the licensing team were published in the local press (Newham Mag & Newham Recorder- **Appendix 2**).

Recognising that much alcohol related violent crime goes unreported (particularly in Newhams Eastern European community), and in order to improve intelligence on those who are victims and offenders of alcohol related violent crime, the team have driven an Accident and Emergency (A&E) data sharing protocol at Newham General Hospital with questionnaires completed by A&E staff and the data collated and analysed. Also a steering group to examine the causes and solutions to crime with the Eastern European Community was formed involving members of the IAG, Police and partner agencies.

The Proactive Licensing Team engaged and supported the local Street Pastors and helped to target their activities in shepherding potential victims of crime to safety as well as engaging with those who might be drawn into violent crime. The Street Pastors provide a valuable source of intelligence, identifying emerging issues within the night time economy and highlighting potential crime generators which enables the Licensing Team to act before it becomes a problem.

Offender: The traditional definition of offender was turned on its head with the focus was placed upon the irresponsible/ unlawful owners and operators of the licensed premises who did not engage with the Team. In each instance the Proactive Licensing Team utilized whatever regulatory powers were available to achieve a positive outcome for the residents of Newham with the focus being upon ensuring a consistent, robust approach in all dealings with these licensees. More traditional methods of policing, such as targeted high visibility patrols, had in many cases, been tried repeatedly to negate the impact of these locations as crime generators, but there often resource intensive and had limited longer term impact.

A nightclub (The Rex) associated with gang violence and shootings over an extended period of time was closed as the operator was insolvent; another (Club Afrique) with similar links to crime and ASB was closed using a three pronged approach- due its failure to obtain the appropriate acoustics certification; its inability to meet health and safety standards and finally, Revenue and Customs enforcement of tax policy. A third (Yates in Stratford) was the most significant contributor to alcohol related violence in Stratford. Investigation by the Team identified a number of issues relating to local management and door staffing aside from the clientele who had a variety criminal backgrounds. Yates opened for extended period and there were inadequate means to control crowds which fuelled crime and disorder. A case was presented to the Area Manager who immediately voluntarily closed the premises. It was refurbished and renamed in early 2010 altering the style of venue and changing the music and clientele it attracted. It's now reopened as an eatery and is safe, vibrant establishment.

Others were closed after licenses were revoked after establishing links to organized crime (Foresters Public House) or were simply unable to comply with strict operating conditions (Sugar Lounge). In a number of cases, licensees and bar staff were arrested for involvement in criminal activity or obstruction/ concealing evidence.

A number of Public Houses in Newham had strong links with Football hooliganism (**Appendix 3**). Management at these locations often used illegal drinking pens (enclosed areas outside of public house) to contain the fans whose unruly behaviour resulted in ASB for residents and were a continuing source of problems for Police of Home match days at West Ham. The team presented a case to the courts in relation to one Designated Premises Supervisor (DPS) in Plaistow which resulted in his removal as DPS on the basis of his conduct and links with the ICF, making him unfit to operate a pub.

An absence of reliable intelligence was also identified as a problem, to resolve this the Team conducted custody questionnaires to obtain details of the drinking habits of those arrested as well as details of the venues frequented, the aim being to identify 'triggers' for violent offending.

The Team also looked to put in place diversionary measures where appropriate. Analysis had identified that alcohol related crime was an issue which appeared to affect the Lithuanian community of Newham in particular. A Team member had been specifically chosen because he was of Lithuanian descent and so was able to facilitate engagement with this community and open up discussions as to how to address the problems identified. The Team engaged with local Alcoholics Anonymous providers to deliver a service bespoke to this community. The Team also supported the use of sport as a diversionary tactic and helped to set up a project to encourage those linked to alcohol related violence to focus their energies into basketball in a project known as 'bouncing back'.

Location: The Proactive Licensing Team operate under the ethos of 'place shaping' i.e. influencing the development of an environment to reduce the incidence of crime and ASB by the modification/ removal of crime generators. Utilising analysis completed by the local Police Intelligence unit, the Team have influenced Local Authority Planning to refuse applications and also to acquire a borough-wide DPPO (Designated Public Prohibition Order) which prevents public drinking anywhere in Newham.

The team collated and presented the evidence for a Cumulative Impact Policy on the borough .It identified hotspot areas where no further on or off licenses will be granted unless the operator can prove the business will have a positive impact on the borough. Although initially, Pub watch fought against the regime change, the reduction in violence has resulted in a different attitude as the benefits are obvious. An Award Scheme has been approved for Newham's Pubs and clubs which assist with self regulation. These policies add to sustainability and are less resource intensive.

The range of premises over which the Team has operated over the past 18 months is extensive, utilizing the full range of regulatory powers to ensure the considerate operation of Hotels, Fast Food outlets, Shisha bars and bookmakers whilst also impacting upon more traditional targets for licensing units such as pubs and clubs. Fast Food outlets in particular were identified as flash points for violence and ASB. Planning control has been used to regulate hours through warning letters and stops notices- a less resource intensive approach which is often successful in altering owners behaviour and reduce crime and ASB. Irresponsible owners who fail to comply are targeted jointly by the Police, Borders Agency and Trading Standards Food Team. This has been particularly effective with those who exploit illegal immigrants as a source of cheap labour with substantial fines handed out to those who employ illegal workers.



Working together for a safer London



Transport for London



To increase awareness and ensure best practice was spread as widely and promptly as possible, the Licensing Team have also sought to share the experience with their peers locally and nationally, providing training to Licensing teams throughout the UK. They have also engaged with Pub Watch and utilized this network of licensed premises to monitor for displacement to neighbouring boroughs alongside liaison with neighbouring licensing units..

Time: Analysis of intelligence from both police and Partners Agencies was used to identify the most efficient time for regulation and enforcement. Street pastors were also utilised to provide advice which assists with targeting potential hot spots.

(Word Count=2021)

Assessment:

The Proactive Licensing Team were put in place initially to address the identified issue of increasing Most Serious Violence which had been explicitly linked to alcohol and, by extension licensed premises. This it has achieved with a 25% reduction in MSV seen during the first 6 months of 2010/11 when compared to the same period the previous year. This represents 90 fewer MSV offences over that 6 month period, or perhaps more importantly, 90 fewer victims of MSV.

Based upon Home Office figures¹, the cost of a single serious violence offence to the Criminal Justice System in 2009 was £16, 562. If costs for Physical and Emotional Impact (£5, 657), Lost Output (£1, 346) and Health Service (£1,556) are included this takes the total cost of a single serious violent offence to just over £25, 000. So, in a 6 month period, this reduction in MSV represented a cost saving to the tax payer of just over £2.25 million (£1.5 million of which would have been expended by the Criminal Justice System).

Most Serious Violence Offences in Newham Q1 and Q2 2008/09, 2009/10 and 2010/11

April to September 2008: 288 offences

April to September 2009: 360 offences (+25%)

April to September 2010: 270 offences (-25%)

A clear decline in MSV has been in evidence for the last 12 months (**Appendix 4**) and is in marked contrast to levels of offending seen in 2009. It's also evident that this reduction has been sustained. This sustained reduction can also be seen in offences of violence linked directly to licensed premises (**Appendix 5**). From an average of 8 a month in 2009 to 3 a month in 2010.

The Proactive Licensing Team have put in place a number of systems to maintain this enforcement, with an established joint tasking and co-ordination process as well as formalized information sharing protocols between the various enforcement partners.

In the last 18 months, as well as carrying out over 1500 visits to licensed premises during the peak offending hours (Friday and Saturday evenings) and delivering over 100 warning notices to licensees regarding their future conduct, they have also carried out 65x Closures for not operating in accordance with their licence; 26x premises reviews; 18x joint prosecutions and 9x successful objections to extension of opening hours.

The Proactive Licensing Team, whilst initially focused on public houses and off licenses have expanded their remit to address other crime generators on Newham They have also carried out a number of arrest days (30 arrests for immigration offences and 20 for violence offences) as well as one off operations targeting underage sales (in conjunction with trading standards), kerb crawling and drink driving.

The unit has closed 52 brothels in Newham since July 2010 using Planning Stops notices and Borders Agency Powers and weapons (Tazers, CS gas, baseball bats) were routinely recovered. Enforcement of this nature supports the Mayors 'Violence against women' strategy and also serves to potentially identify sex workers who may have been trafficked. Financial Assets are seized utilizing the financial investigation unit and serves to act as a significant disincentive to those intending to reopen elsewhere.

¹ Home Office- Office for National Statistics: The Economic and Social Costs of Crime against individuals and households 2003/04' (OLR 30/05).



Working together for a safer London



Transport for London



The unit have also closed 20 Shisha Bars which are recognised congregation points for the young and often associated with ASB (noise nuisance). The Licensing Team worked closely with with Planning and trading standards and utilised the Tobacco Act to seize tobacco and pipes thus making the bar unprofitable. Smoking one Shisha pipe is thought to have the equivalent effect on health as smoking 200 cigarettes. This enforcement activity protects those using from long term harm health affects as well as reducing ASB.

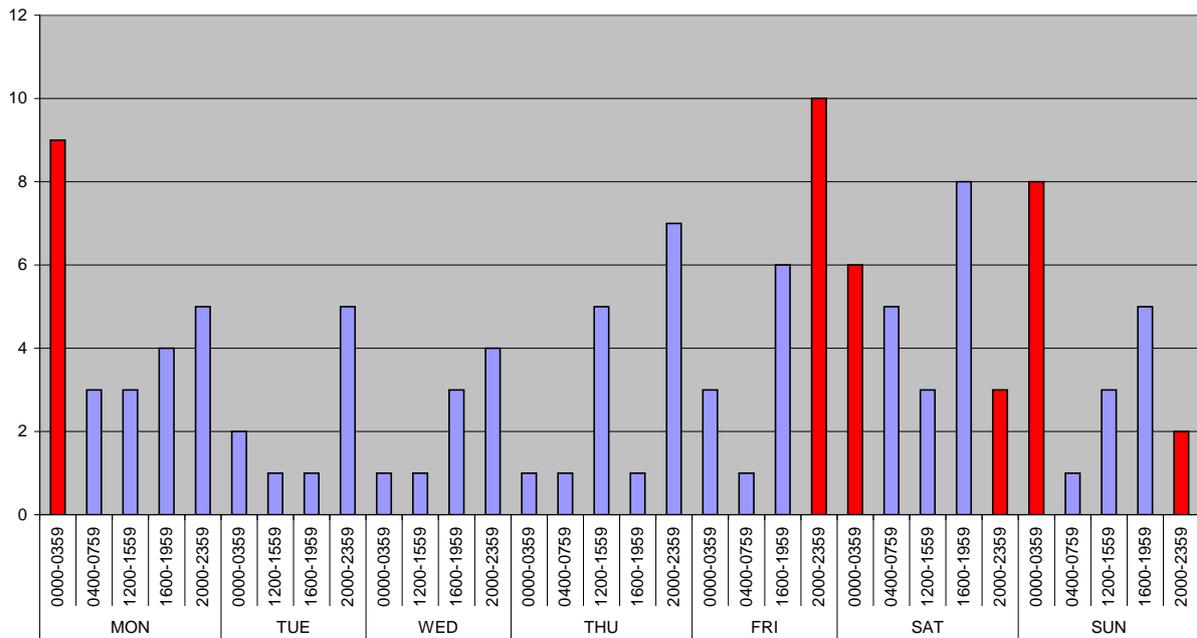
The Proactive Licensing Team have been recognized locally and nationally for the impact they have had- from Local Residents to Chief Constables (**Appendix 6**) and have won the Janes Metropolitan Police Service Special Recognition Award for Community based policing in May 2011.

Newham's model for managing licensed premises is now recognized nationally and team members are regularly invited to present this model to Crime and Disorder Partnerships across the UK.
(Word Count=671)

Total Word Count: 4000 words.

Appendix 1- Temporal Profile of MSV reported in Newham June, July and August 2009

MSV reported in Newham June, July and August 2009





Appendix 2- Examples of Press Coverage relating to the Proactive Licensing Unit

Team in war on night crime

WAR has been declared on Newham's night-time crime economy.

Police, the council and immigration officers are working together.

The team's first operation raided nine chicken shops and arrested nine people for immigration offences.

A spokeswoman for Newham Police said the employers in those premises were prosecuted and fined up to £10,000 per illegal employee. If unpaid, the premises will be closed permanently.

Scrutiny

Det Insp John Cushions said: "We identified the shops as ongoing crime and anti-social behaviour generators. We hope this sends a strong message to other premises, that illegal behaviour of this kind will not be tolerated."

Pubs and clubs have also been under scrutiny with six licences called in for review and one pub having its licence revoked.

A two-day alcohol-related violent crime day also resulted in six arrests.

FEARS OF VIOLENCE SCUPPER LICENCE

By ELEANORE ROBINSON

A STRATFORD pub has been refused a temporary licence by a councillors after fears were raised about crime and disorder in the vicinity.

The licence for the Essex Arms in Leytonstone Road lapsed on January 26 and it is currently closed.

Glen Watson applied to open the pub for three weekends in May or June and had told police he could not be responsible for the actions of his patrons once they left the premises.

There have been incidents of grievous bodily harm, robbery and domestic violence outside the pub.

Mr Watson's representative said at the licensing sub-committee meeting that the disputes could be linked to neighbouring premises and CCTV had been installed to police specifications.

But police said, in their opinion, there was a direct link between the venue and late-night violence and they would like to reduce crime in the area.

The committee concluded "that on the balance of probabilities the evidence presented gives rise to crime and disorder" and the application was turned down.

Police shut down Castle pub

By ELEANORE ROBINSON

eleanor.robinson@newhamrecorder.co.uk

A PLAISTOW landlady had her licence revoked after repeatedly failing to show it to council officers and police.

The Castle in Barking Road was also the venue for a string of violent incidents, the Town Hall's licensing committee heard.

Sandra Gray, who was designated premises supervisor at the pub owned by Enterprise Inns, failed to show the licence for the venue on three separate occasions.

The committee also heard how a 28-year-old victim was treated for a shattered jaw after a fight broke out in the beer garden and, on another occasion when a man was assaulted, CCTV was not working, despite it being one of the conditions of the licence.

Newham Council's noise and nuisance team reported it had received complaints about loud music coming from the venue and its patrons urinating in the street.

The committee heard that the pub management was "historically non-compliant with authorities and the pub had been identified by the licensing team as a serious crime generator in the borough."

The Newham Borough Licensing Sub Committee reviewed the situation and decided to remove the licensee from her position and reduce opening hours substantially.

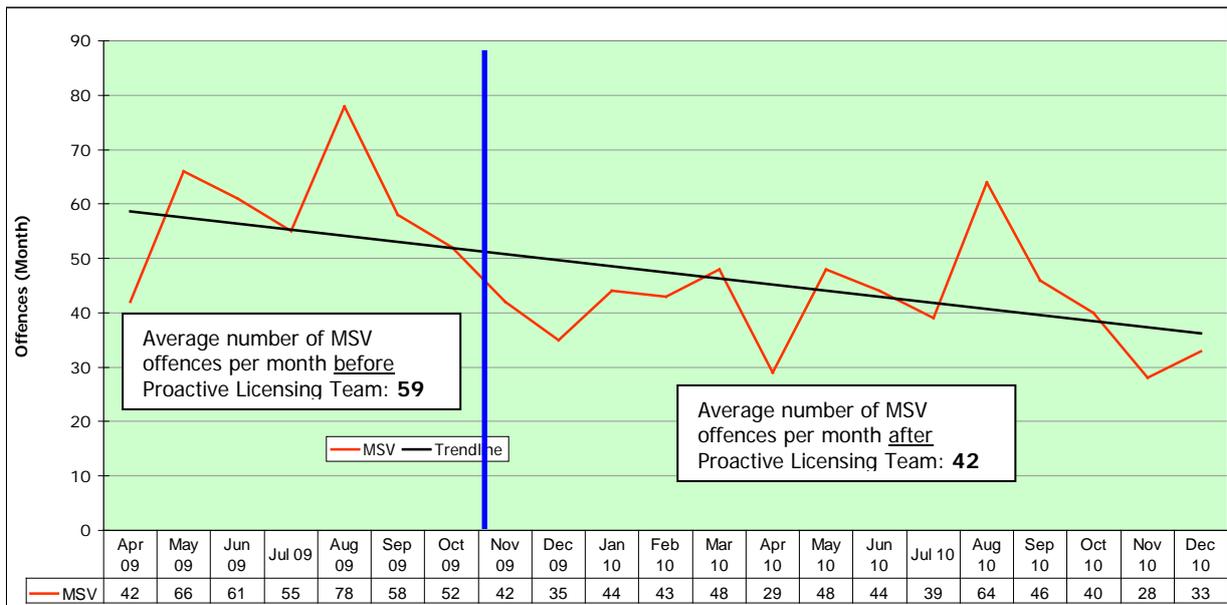
Licensing Detective Sgt Robin Harman said: "This pub has been a generator of serious violence for some years and refused to co-operate with police. The licensing committee agreed with our recommendation that the pub hours should be curtailed and the licensee removed."

"Hopefully the owners of the pub will find a new licensee as soon as possible, so that it can re-open and be properly run."

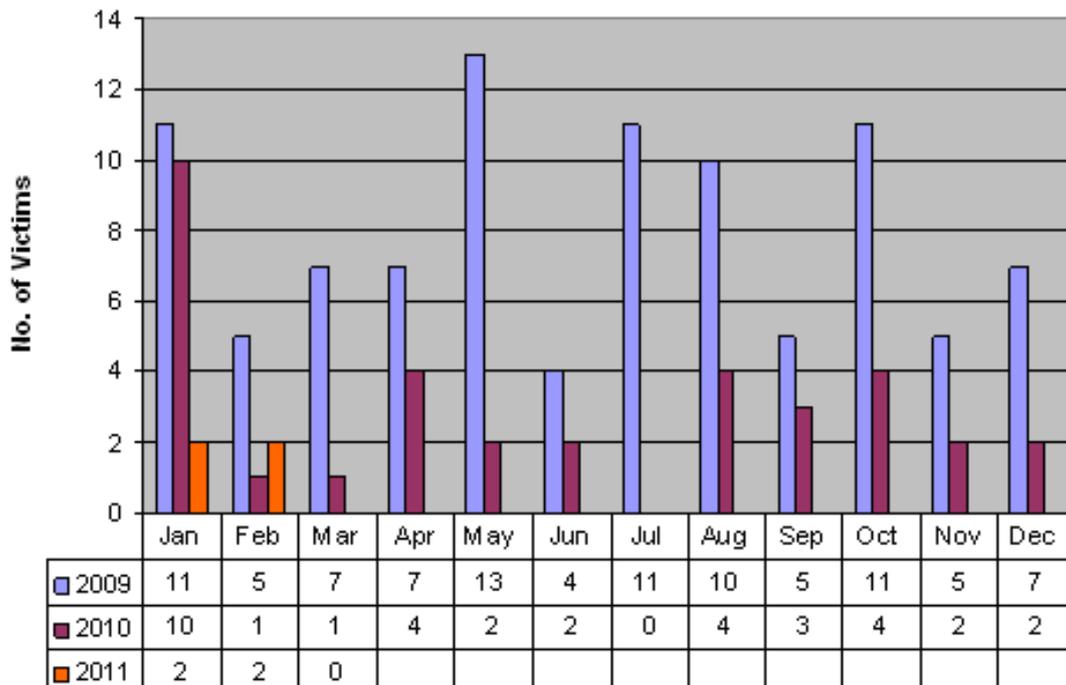
Appendix 3- The Victoria Tavern Newham. Banner related to Inter City Firm (ICF) a group of football hooligans linked with West Ham football club.



Appendix 4- Newham's recorded Most Serious Violence (MSV) offences Apr 2009 to December 2010



Note: Proactive Licensing Team put in place November 2009

Appendix 5- Newham recorded Violence linked to Licensed Premises January 2009 to March 2011

Appendix 6- recognition of the impact of the Proactive Licensing Team

Jon Stoddart Chief Constable Durham constabulary ACPO lead for alcohol and harm reduction Quite clearly DI Cushion and his teams innovative problem solving approach in tackling violent crime has resulted in a significant reduction in most serious violence and has improved the night time economy for both patrons and local residents .The use of cutting edge investigation skills combined with regulatory powers highlights what can be accomplished in a relatively short time frame. Clearly considerable cost savings across a number of public services will have been achieved as a result of his teams work and highlights the benefits of what can be achieved through the police and local partners working together.

Ian Mcpherson Assistant Commissioner Metropolitan Police (Extract from letter of Appreciation). I was so impressed with the joint working of the team I have arranged for DI John Cushion and Sheila to deliver a presentation at the next borough commanders meeting. I feel the best practice that is being developed in London should be shared with all the London Boroughs. Overall I received a very positive impression of Newham Borough and I believe there are real opportunities to build on what has been a considerable success. The strong partnership work in Newham is clearly making a difference and I am sure you are as proud of this as I am.

Dr Paul Plant Deputy Regional Director for Public Health – London

I am writing to express my thanks and appreciation for the excellent support that Detective Inspector John Cushion has provided to the Regional Public Health Group on the Emergency Department data share project. As you are probably aware, this is an important project for London aiming to reduce interpersonal and violence in the night time economy by developing local systems for sharing data on the patterns of violence seen by NHS emergency departments.

John has been vital to the implementation of this project within the borough of Newham. In practically addressing barriers to sharing data locally, he has also enabled us to support other boroughs. In addition, his willingness to share his experience, practice and learning with colleagues from across London and other areas of the country has been important. His presentation to the Department of Health's National BME and Alcohol conference in July allowed other regions to learn from his successful work with eastern European populations, and the use of licensing in reducing violence in Newham. His presentation at the Department of Health / London Serious Youth Violence Board's seminar on his work was also very useful and inspiring to others. The co-operation we have received from John and his team has been important in helping us create an enhanced model that works for London.

Paddy Whur Licensing Lawyer Walker Morris Solicitors

I am writing to highlight the work that has been undertaken by John Cushion and his team of dedicated licensing officers in the Newham Proactive Licensing team. I am fortunate to have worked with the team over the last 12 to 18 months and I cannot speak highly enough about the unprecedented success they have had since coming together as a team. I was instructed by London Borough of Newham to review their licensing policies and procedures over two years ago. At that time the Borough was languishing as the second worst performing area for alcohol related crime nationally. The reduction in recorded crime with an alcohol trigger is the largest I have seen quoted and this is as a direct result of the team's dedication, consistent approach to enforcement and obvious team work. I have had the opportunity to be involved with his team at training events, represented them at hearings and calling individual officers as witnesses on major appeals at the Magistrates Court. I have felt that the Authorities and District Judges at Stratford Magistrates Court have a level of trust in the team which is reflected by the consistent approach taken by them in supporting their representations to remove problem premises. All of this has been achieved against the backdrop of challenge by experienced licensing solicitors and counsel. They have received praise from the Home Office for the work that they are undertaking and the results they have achieved. To this effect John has been asked to pass on his experience to a wider audience in training events.

Andrius Renevic Newhams Independent Advisory Group member Eastern European community. I am writing to thank you and your team for your continued efforts in supporting the Eastern European community of Newham. Your dedication and contribution in helping us to create local Alcoholics Anonymous and a basketball project "Bouncing back" for those fighting dependency from the substance misuse - proved to be invaluable. Once again I thank you on behalf of the whole Newham's Eastern European community.

Phillip Edwards and Jill Oxley Residents forum campaigned against ESSEX arms Appreciation letter extract. Thank you too for making representations in court which assisted in the prevention of licensing for nightclub venues which in both cases were inappropriate and would have resulted in noise, nuisance and untold misery in our largely residential community.

Carrie Beeson resident campaigned against Essex Arms appreciation letter extract

Further to the problems local residents had with the Essex Arms' old license permit and all the aggravation that it brought to the neighborhood with late night noise, car parking, fights, drugs etc. I should like to say how efficient and helpful your Proactive Licensing Unit were in helping to get the late night opening hours and music license revoked. At all times members of this Unit were courteous and professional and working alongside the local residents helped in returning the pub to its previous status of a friendly local pub. Other similar issues with other establishments have recently arisen and the Unit continues to liaise with the nearby residents - it is reassuring to know that such a Unit exists and is there to offer guidance on such occasions



Working together for a safer London



Transport for London



Celia Hammond resident letter of Appreciation Club Afrique appreciation letter extract

Since the Club Afrique closed, our lives have been transformed, being able to sleep through the night is just wonderful and this part of Canning Town is now a nice place to live and work. We are all very grateful for the assistance we received from members of the Unit, without whose help we believe things would never have changed.

Tony Patten Market Inspector (provided impact statement in relation to West Ham football pubs).

I have recently carried out a review of areas that gave us concern in the past, affecting the smooth running of Queens Market. One such area was how the Queens Pub traded on match days when West Ham were at home, and the market was on. I'm pleased to say that after the Police/licensing made important changes to how the pub operated on such days, ie removing the temporary fencing area adjacent to the pub an insisting that all customers consumed drinks in the premises we have experienced no problems at all, which was not the case prior to their intervention. This is one problem area I can confidently say has been completely resolved.

Christan Woodhead Assistant Director East Thames Group re Focus Building

Most young people come to Focus as homeless, jobless and without prospect, having suffered rejection by their families or a breakdown in the relationships that should underpin their lives. This makes the population of Focus not only disengaged from society and angry at the situation in which it finds itself but also very vulnerable to negative influences - including crime, disorder, substance misuse and gang-related activity. Bearing this in mind, the achievements in crime and disorder reduction at the scheme in 2010 are outstanding and I pay tribute to the excellent partnership working between the East Thames Foyer Management Team, headed by Tracey McGurl, and colleagues from the Met, headed by DI Cushion. As a result of their efforts and expertise, Focus E15 can be truly regarded as a benefit to the borough, in spite of its vulnerabilities and challenges, and the surrounding neighborhood is a more pleasant environment for residents. I am enormously grateful for the hard work of the partnership in making a crucial resource safer for the young people that so desperately need it."

Ian Dick Head of Private sector Housing

"This multi agency intelligence driven work has given increased confidence in our staff and helped us achieve positive outcomes."

Christine Lyons- Enforcement team Leader Planning

The police provide access to good information sources, proficient in evidence gathering and witness interaction, making the enforcement process more sustainable and less complicated

Sheila Roberts Community Safety Manager

"Since the co-location of our officers in July 2010 there has been an establishment of trust, openness and mutual understanding and appreciation of the way we are able to work together to bring about real change." The team strive to gain the support and trust of the community and improving public perception of Newham as a safe Place to Live work and Visit.