Licensing Policy Implementation

Pre- and post-policy comparison

**Licensing Team
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Purpose and approach

Why this review?

To:

- Identify early signs and trends of the impact of the Statement of Licensing Policy and recommend where further monitoring is needed.

- Assess whether policy implementation is improving the way license applications are made, determined/resolved and the time it takes.

- Provide a clear pre/post narrative for Members to assess the effectiveness of the policy.

What we compared

- Small sample of comparable applications: 3 pre-policy and 4 post-policy applications

- Primary metric: total number of days taken to determine an application from receipt to grant/closure.

- Supporting fields: application type, representations, hearing requirement, notes

Headline metrics from the spreadsheet sample

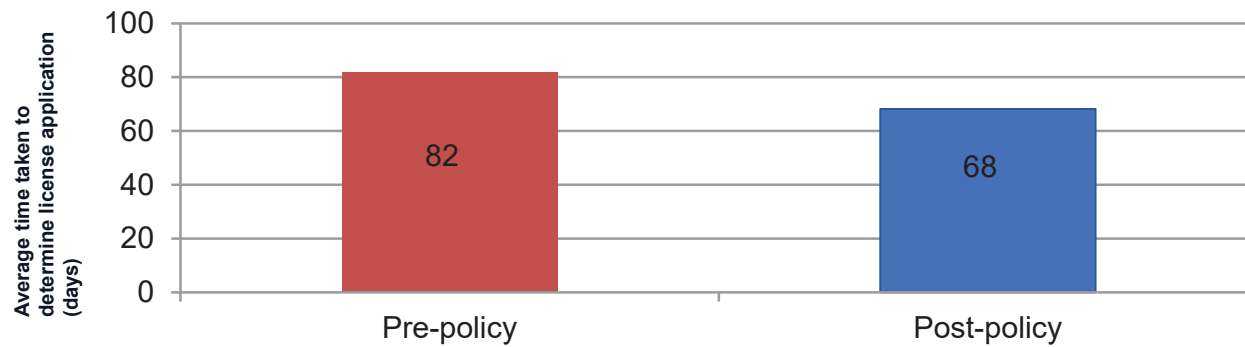| Period	Applications	Mean days	Range	Std dev
Pre-policy	3	82.0	66–94	14.4
Post-policy	4	68.2	52–78	11.3

Headline results

Average number of days to determine application
68.2 days

Post policy sample

13.8 days (2 weeks) less

Approximately 17% faster

What changed in practice

Before policy

- Longer end-to-end timescales and wider variation between cases
- Less predictable time-to-determination for applicants and partners
- Greater reliance on extended negotiation and case-by-case interpretation
- Higher administrative burden driven by protracted resolution cycles

After policy

- Faster average determination (17% improvement in the sample)
- Narrower spread of outcomes indicates improved consistency
- Clearer policy direction supports earlier issue resolution
- Stronger process discipline and improved certainty in decision-making

Other noticeable improvements

- 8% increase in the number of pre-application advice requests received per month. Effective early engagement with responsible authorities, resident groups and relevant stakeholders

- A reduction in the number of applications requiring determination by a Licensing Panel. More complex or contentious applications are appropriately escalated to Panel, while more straightforward applications are increasingly determined by officers under delegated authority.

Model Conditions – Early impact

What are model conditions?

- Standardised, policy-led conditions introduced under the revised Statement of Licensing Policy

- Designed to improve clarity, consistency and proportionality

Early impact observed

- Simplified completion of operating schedules for applicants

- Greater transparency for Licensing Panels and Responsible Authorities

- Reduced need for prolonged negotiation on standard issues

- More focused consideration of site-specific risks

Outcome

- Improved quality of applications at submission stage

- Faster resolution of representations

- Contributes to reduced determination times and increased consistency

Women's Safety and Safer Venues

Policy expectations

- Encourages venues to adopt recognised women's safety initiatives
- Focus on prevention, staff awareness and safe intervention

Early behavioural changes

- Increased (24%) uptake of initiatives such as:
  - ➢ *Ask for Angela*
  - ➢ *WAVE training*
- Greater confidence among operators in addressing women's safety risks
- Safety measures increasingly embedded within operating schedules

Outcome

- Improved safeguarding approach within the night-time economy
- Strengthens Camden's commitment to inclusive and safe venues

Framework Hours – Alignment and Certainty

Framework hours under the policy

- Provide a clear benchmark for acceptable operating hours
- Support predictability for applicants, residents and decision-makers

Observed changes

- Increase in applications aligning with framework hours
- Fewer requests for extended or exceptional hours without justification
- Earlier resolution of concerns relating to hours of operation

Outcome

- Reduced conflict and representations
- Increased officer-determined applications
- Improved certainty and efficiency in decision-making

In summary

- **17% faster application determination**

Average determination time reduced from 82 days to 68 days (2 weeks faster), with improved consistency and predictability.

- **Improved process discipline and certainty**

Narrower range and lower variation in determination times, supporting better experiences for applicants and residents.

- **24% increase in uptake of women's safety initiatives**

Greater adoption of WAVE training and Ask for Angela, embedding safer venue practices and strengthening public safety outcomes.

- **More proportionate decision-making**

Fewer applications requiring Panel determination, with complex or contentious cases appropriately escalated

- **Better quality applications and earlier engagement**

8% increase in pre-application advice requests, supporting clearer operating schedules and faster resolution.

- **Greater alignment with framework hours**

Increased compliance with policy framework hours, leading to fewer representations and earlier resolution of concerns.

Recommendations and next steps

- Note the early, indicative improvement in average determination time in the sample

- Agree ongoing monitoring using a larger dataset (e.g. annually)

- Strengthen data capture (hearing required, representations, mediation outcomes) to explain variance

- Consider targeted process refinements where delays persist (e.g. variations or high-representation cases)