

## **Licensing Services- Service Delivery Plan 2016-2017**

### **Overview of Licensing Services**

The Council's Licensing Team is based within the Environmental Services Department. Licensing is a statutory function and its primary aim is the safety, well-being and protection of the general public. Duties include inspection and enforcement to ensure compliance with licensing conditions and legislative requirements, offering advice and guidance, as well as the administrative functions of processing and issuing licenses.

The Licensing Team cover a diverse range of licensed premises and activities.

The cost of the Service £69,598 (expenditure £201,376, Income £131,778)

Their work includes:

- Ensuring all licence type applications received are processed and issued within statutory timescales.
- Ensuring fees are received for each licence type for applications, renewals and annual fees.
- Ensuring allegations and complaints made to the Council in connection with licensable activities are investigated and appropriate action is taken.
- Taking appropriate enforcement action in relation to breaches of licence conditions and statutory duties.
- Preparing and presenting reports for both Licensing Committee and Licensing Sub-Committee hearings.
- Offer support and guidance to applicants, licensees and members of the public.
- Working in partnership with the responsible authorities and other relevant organisations to protect public safety.
- Formulation of policies and procedures and reviewing conditions of licences.

### **Staffing Structure**

The Licensing Team consists of 3 full time members of staff:

Senior Licensing Officer- FT  
Licensing Officer (enforcement)-FT  
Licensing Administration Officer- FT

The Licensing Administration Officer duties are:

- To process, validate (where required) and issue new and renewal permits, licences and registrations (including renewals) made to the Council within statutory timescales and relevant procedures.
- To operate, maintain and develop computerised licensing systems for all licence types, monitoring expiry and renewal dates, ensuring that relevant reminders are sent out at appropriate times and forwarding any non payments to the Council's Legal Department for recovery within set timescales.
- To maintain appropriate public registers relating to all licensing functions and respond to requests from the public for access to information.
- To operate the system of UK driving licence checks with the DVLA whilst ensuring that there are sufficient funds maintained in the Council's personal account for this service.
- To co-ordinate and organise mandatory knowledge test sessions that are required as part of the licensed driver application process.

The following table provides numbers of live licences:

<b>Type of License</b>	<b>Number</b>
Licensing Act 2003 Premises Licences	304
Animal Premises Licences	44
Small Society Lottery Registrations	86
Gambling Act 2005 Premises Licences	5
Personal Licences	838
Street Trading Licences	3
Taxi Driver Licences	175
Private Hire Operator Licences	14
Taxi Vehicle Licences	138
Total	1607

## Forward Planning for Councillors

<b>Proposed date of decision</b>	<b>Item</b>	<b>Service Area</b>	<b>Service Delivery Champion</b>	<b>Committee</b>
July 2016	New animal licensing policy consultation	Licensing	Cllr Sue Austen	Licensing
October 2016	New animal licensing policy approval	Licensing	Cllr Sue Austen	Licensing
October 2016	Proposed fees and charges	Licensing	Cllr Sue Austen	Licensing

## End of year report- Licensing Services 2015/2016

Maximise income from fees and charges	Baseline (from previous year if applicable)	Target	Outcome
To support the Council's growth agenda and undertake a fees and charges review	N/A	By March 2016	Completed Dec 2015

To approve applications for licensed premises within specified timescale	Baseline (from previous year if applicable)	Target	Outcome
90% of new hackney carriage and private hire vehicle licenses to be processed within 24 hours.	97%	95% new	98% new (60 applications)
90% of renewal hackney carriage and private hire vehicle licenses to be processed within 48 hours.	96%	95% renewal	97% renewal (195 applications)
% of Temporary event notices processed within statutory period	100%	100%	100% (261 applications)
To maximise income to cover cost of the provision of the licensing service	N/A	By March 2016	Completed Dec 2015 * (see * variance)
To Implement the taxi licensing deregulation measures for 3 year hackney carriage and private hire licenses and 5 year private hire operator licenses.	N/A	By Oct 2015	Completed Oct 2015
To undertake a review of existing street trading policies.	N/A	By March 2016	Completed March 2016

\*In order to maximise income, the Service have been ensuring that where a fee was permitted to be charged it was being charged without exception, and they were not being overlooked.

When the Service has been undertaking enforcement visits to ensure compliance this has uncovered administrative failings which required an application to be submitted to put everything in order. These applications generally required a fee to be paid.

In addition the Service went through a fees and charges review to ensure the level of fees reflected the true time taken to deal with each regulatory power we have. Increases in fees charged resulted from this review.

<b>To carry out statutory programmed inspections of businesses to ensure the safety, well-being and protection of residents, visitors and employees</b>	<b>Baseline (from previous year if applicable)</b>	<b>Target</b>	<b>Outcome</b>
Annual Inspection of licensed animal boarding establishments, dangerous wild animal establishments, dog breeding establishments, pet shop premises, riding establishments and zoo premises.	100%	100%	100%  47 inspections

<b>Trained staff and comprehensive understanding of the service by the service delivery Champion</b>	<b>Baseline (from previous year if applicable)</b>	<b>Target</b>	<b>Outcome</b>
% of Appraisals undertaken	100%	100%	100%
Service awareness briefings for Service Delivery Champion	4	4	4

<b>Offer advice and guidance on licensable activities</b>	<b>Baseline (from previous year if applicable)</b>	<b>Target</b>	<b>Outcome</b>
Taxi licensing trade meeting	N/A	1per year	2 held (July 15 / Mar 16)



Strategy Map

## Measuring Performance

<b>Performance measure- Maximise income from fees and charges</b>	<b>Baseline from 2015/2016 (if applicable)</b>	<b>Target 2016/2017</b>
To support the council's growth agenda and undertake a fees and charges review	Dec 2016	By Dec 2016

<b>Performance measure- To approve applications for licensed premises within specified timescale</b>	<b>Baseline from 2015/2016 (if applicable)</b>	<b>Target 2016/2017</b>
90% of new hackney carriage and private hire vehicle licenses to be processed within 24 hours.	98%	95% new
90% of renewal hackney carriage and private hire vehicle licenses to be processed within 48 hours.	97%	95% renewal
% of Temporary event notices processed within the statutory period.	100%	100%

<b>Performance measure- Impliment a new animal licensing policy</b>	<b>Baseline from 2015/2016 (if applicable)</b>	<b>Target 2016/2017</b>
Implement a new animal licensing policy by January 2017	N/A	By Jan 2017

<b>Performance measure- To carry out statutory programmed inspections of businesses to ensure the safety, well-being and protection of residents, visitors and employees</b>	<b>Baseline from 2015/2016 (if applicable)</b>	<b>Target 2016/2017</b>
Annual inspection of licensed animal boarding establishments, dangerous wild animal establishments, dog breeding establishments, pet shop premises, riding establishments and zoo premises.	100%	100%
Annual inspection of licensed taxi operator bases.	N/A	100%

<b>Performance measure- Trained staff and comprehensive understanding of the service by the service delivery Champion</b>	<b>Baseline from 2015/2016 (if applicable)</b>	<b>Target 2016/2017</b>
% of Appraisals undertaken.	100%	100%
Service awareness briefings for Service Delivery Champion.	4	4
To review all website pages to ensure that they meet with the needs of our customers.	N/A	Review by July 2016

<b>Performance measure- Offer advice and guidance on licensable activities</b>	<b>Baseline from 2015/2016 (if applicable)</b>	<b>Target 2016/2017</b>
Taxi licensing trade meeting.	1per year	1per year



## Delivering the Service 2016/2017

<b>Maximise income from fees and charges</b>	
<b>Owner</b>	Stewart Broome- Senior Licensing Officer
<b>Co owner(s)</b>	Licensing Administration Officer – Caroline Littleboy Licensing Officer (Enforcement) – Lin Bagwell
<b>Output/Outcome(s)</b>	To support the Council's growth agenda and undertake a fees and charges review.
<b>Links</b>	Town Police Clause Act 1847 Local Government (Miscellaneous Provisions) Act 1976 Part II Animal Boarding Act 1963 Riding Establishment Act 1964 &1970 Breeding of Dogs Act 1973 &1991 Breeding of Dogs Welfare Act 1999 Pet Animals Act 1951 Dangerous Wild Animals Act 1976 Local Government (Miscellaneous Provisions) Act 1982 Zoo Licensing Act 1981
<b>Source of data</b>	Uniform.
<b>Frequency of reporting? e.g annually</b>	Annually.
<b>Who measures?</b>	Senior Licensing officer- Stewart Broome.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Calculate the time taken to process licence application.</li> <li>• Work out officer time/cost.</li> <li>• Review licence fees.</li> <li>• Licensing committee to agree changes to fees and charges.</li> <li>• Consult with the trade where legally required.</li> </ul> <p>A review of the fees and charges on an annual basis is a legal requirement.</p>
<b>Reporting timescale</b>	Annually.
<b>What resources are needed to ensure success?</b>	Staff time. Ability to record staff time input to licensing process.
<b>Are there opportunities for cross-service working?</b>	Work with Finance and Legal Services.

<b>To approve applications for licensed premises within specified timescale</b>	
<b>Owner</b>	Stewart Broome- Senior Licensing Officer.
<b>Co owner(s)</b>	Licensing Administration Officer – Caroline Littleboy Licensing Officer (Enforcement) – Lin Bagwell
<b>Output/Outcome(s)</b>	95% of new hackney carriage and private hire vehicle licenses to be processed within 24 hours.  95% of renewal hackney carriage and private hire vehicle licenses to be processed within 48 hours.
<b>Links</b>	Local Government (Miscellaneous Provisions) Act 1976, Part II. Council's Taxi & Private Hire Guide.
<b>Source of data</b>	Vehicle license renewals: application form / supporting documents and information held on Uniform Caps system. New vehicle licenses: application form / supporting documents to be input on Uniform Caps system.
<b>Frequency of reporting? E.g annually</b>	Quarterly/Annually.
<b>Who measures?</b>	Senior Licensing Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Licensing officer / admin assistant to meet with customer and copy supporting documents.</li> <li>• Details of vehicle and supporting information to be entered onto Uniform Caps system.</li> <li>• Vehicle license and plate to be manually processed and taken to Council reception with internal badge and door stickers (if required).</li> <li>• Customer to be advised by telephone to collect license and plate from Council offices.</li> </ul> <p><i>N.B. When a valid application is received its receipt and issue dates are entered onto Uniform. It is then possible to use this information to calculate the % that meets the criteria.</i></p>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Sufficient staffing cover to make sure targets met.
<b>Are there opportunities for cross-service working?</b>	

<b>To approve applications for licensed premises within specified timescale</b>	
<b>Owner</b>	Stewart Broome-Senior Licensing Officer
<b>Co owner(s)</b>	Licensing Administration Officer – Caroline Littleboy Licensing Officer (Enforcement) – Lin Bagwell
<b>Output/Outcome(s)</b>	% of temporary events notices processes within the statutory period.  100% (The statutory period is “by the end of the first working day following the day the notice is given” So, this will be the end of Tuesday for an application received on Saturday/Sunday/ or Monday).
<b>Links</b>	Licensing Act 2003  Home Office Guidance issued by the Secretary of State under Section 182 of the Licensing Act 2003 ECDC Statement of Licensing Policy 7 January 2016
<b>Source of data</b>	Postal TENS  On-line TENS
<b>Frequency of reporting? e.g annually</b>	Quarterly
<b>Who measures?</b>	Licensing Officer (Enforcement)  Licensing Admin Assistant
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Acknowledgement of receipt of valid TEN to be sent to applicant.</li> <li>• Applicant to be advised of any conditions added by police and/or Council’s Environmental Services.</li> <li>• Notice to be served on applicant if police or EH counter notice received.</li> <li>• Licensing Sub-Committee hearing to be convened.</li> <li>• Members decision to be advised to all parties.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	Sufficient staffing cover to make sure targets met.
<b>Are there opportunities for cross-service working?</b>	

<b>To implement a new animal licensing policy</b>	
<b>Owner</b>	Stewart Broome- Senior Licensing Officer
<b>Co owner(s)</b>	Licensing Administration Officer – Caroline Littleboy Licensing Officer (Enforcement) – Lin Bagwell
<b>Output/Outcome(s)</b>	To Implement a new animal licensing policy by January 2017
<b>Links</b>	Animal Boarding Act 1963 Riding Establishment Act 1964 &1970 Breeding of Dogs Act 1973 &1991 Breeding of Dogs Welfare Act 1999 Pet Animals Act 1951 Dangerous Wild Animals Act 1976 Local Government (Miscellaneous Provisions) Act 1982 Zoo Licensing Act 1981
<b>Source of data</b>	Uniform
<b>Frequency of reporting? E.g annually</b>	Annually
<b>Who measures?</b>	Senior Licensing Officer
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Prepare draft policy</li> <li>• Present to Licensing Committee</li> <li>• Consult with the Trade</li> <li>• Present consultation responses to Licensing Committee</li> <li>• Licensing Committee approve policy.</li> </ul>
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	Staff time I.T Committee time
<b>Are there opportunities for cross-service working?</b>	

To carry out statutory programmed inspections of businesses to ensure the safety, well-being and protection of residents, visitors and employees	
<b>Owner</b>	Stewart Broome- Senior Licensing Officer
<b>Co owner(s)</b>	Licensing Administration Officer – Caroline Littleboy Licensing Officer (Enforcement) – Lin Bagwell
<b>Output/outcome(s)</b>	Annual inspection of licensed animal boarding establishments, dangerous wild animal establishments, dog breeding establishments, pet shop premises, riding establishments and zoo premises. (100% inspected)
<b>Links</b>	Animal Welfare Act 2006 Animal Boarding Establishment Act 1963 Breeding and Sale of Dogs Act 1973 & 1991 Breeding and Sale of Dogs (Welfare) Act 1999 Dangerous Wild Animals Act 1976 Pet Animals Act 1951 Riding Establishments Act 1964 & 1970 Zoo Licensing Act 1981 (as amended by the Zoo Licensing Act 1981 (Amendment) (England and Wales) Regulations 2002
<b>Source of data</b>	Uniform Caps
<b>Frequency of reporting?</b>	Annually
<b>Who measures?</b>	Senior Licensing Officer
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Premises inspected in accordance with Council licensing conditions.</li> <li>• Booking documents / stock lists / breeding records assessed and follow up inspections to be carried out as deemed necessary.</li> <li>• No further action to be taken if compliance achieved.</li> <li>• Improvement notices / premises closure or part premises closure if acceptable levels of compliance and/or health and safety compromised.</li> <li>• Report to RSPCA regarding animal welfare issues and/or prosecution for failure to comply with statutory legislation / regulations / Council licensing conditions</li> </ul>
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	Staffing resources Training
<b>Are there opportunities for cross-service working?</b>	

**To carry out statutory programmed inspections of businesses to ensure the safety, well-being and protection of residents, visitors and employees**

<b>Owner</b>	Stewart Broome- Senior Licensing Officer
<b>Co owner(s)</b>	Licensing Administration Officer – Caroline Littleboy Licensing Officer (Enforcement) – Lin Bagwell
<b>Output/outcome(s)</b>	Annual inspections of licensed taxi operator bases.  (100% inspected)
<b>Links</b>	Local Government (Miscellaneous Provisions) Act 1976.
<b>Source of data</b>	Uniform Caps.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Senior Licensing Officer.
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Premises inspected in accordance with Council licensing conditions.</li> <li>• Booking records assessed and follow up inspections to be carried out as deemed necessary.</li> <li>• No further action to be taken if compliance achieved.</li> <li>• Improvement notices / enforcement action if necessary.</li> </ul>
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	Staffing resources Training
<b>Are there opportunities for cross-service working?</b>	

<b>Offer advice and guidance on licensable activities</b>	
<b>Owner</b>	Stewart Broome-Senior Licensing Officer
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	1 Taxi licensing trade meeting.  (The taxi trade meeting agenda will differ from meeting to meeting so the specific outcome will differ from meeting to meeting. The general purpose of any meeting held will be to engage the trade in open communication in order to facilitate a good working relationship.)
<b>Links</b>	Local Government (Miscellaneous Provisions) Act 1976  Town Police Clauses Act 1847  Council's Taxi and Private Hire Guide
<b>Source of data</b>	Attendance data taken from the trade meeting.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Senior Licensing Officer.
<b>Please list processes briefly</b>	The trade meeting was established following a request from the taxi trade. This has fostered a better working relationship which provides the opportunity to reduce the need for enforcement and improves both the service to the trade and residents.
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	Council chamber assistance from Democratic Services to take notes of meeting.
<b>Are there opportunities for cross-service working?</b>	Legal and Democratic Services.

<b>Trained staff and comprehensive understanding of the service by the Service Delivery Champion.</b>	
<b>Owner</b>	Liz Knox- Environmental Services Manager
<b>Co owner(s)</b>	Stewart Broome- Senior Licensing Officer
<b>Output/outcome(s)</b>	100% of appraisals undertaken.
<b>Links</b>	HR Policy and procedure Corporate priorities EH Service delivery plan
<b>Source of data</b>	Performance against accountabilities, 1-1 carried out throughout the year
<b>Frequency of reporting?</b>	Annually
<b>Who measures?</b>	Liz Knox
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Time frame set by HR.</li> <li>• Line managers to book appraisal with staff.</li> <li>• Line manager to issue staff with paperwork to complete.</li> <li>• Paperwork to be completed by appraisee and returned to Line manager.</li> <li>• Appraisal undertaken and comments from line manager added accountabilities for next year agreed.</li> <li>• Completed documentation agreed by line manager and appraisee signed off.</li> <li>• Completed appraisal sent to HR.</li> </ul>
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	To undertake staff appraisals within time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training needs to be identified and new accountabilities set.
<b>Are there opportunities for cross-service working?</b>	



<b>Trained staff and comprehensive understanding of the service by the Service Delivery Champion</b>	
<b>Owner</b>	Liz Knox- Environmental Services Manager
<b>Co owner(s)</b>	Stewart Broome – Senior Licensing Officer
<b>Output/outcome(s)</b>	To carry out 4 Service awareness briefings for Service Delivery Champion.
<b>Links</b>	Service policies and procedures Service delivery Plans
<b>Source of data</b>	Notes of meetings, decisions made at Regulatory and support services committee, group meetings. Feedback from Members and CE.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Liz Knox.
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Identify Service Delivery Champion.</li> <li>• Service Delivery Champion to undertake induction in service area, meet with appropriate staff and agree expectations (from both sides).</li> <li>• Invite Service Delivery Champion to shadow the team if they wish.</li> <li>• Invite Service Delivery Champion to ES team meetings.</li> <li>• Include Service Delivery Champion in the distribution of quarterly performance reports.</li> <li>• To meet on a monthly basis.</li> </ul>
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	Officer time
<b>Are there opportunities for cross-service working?</b>	

<b>Trained staff and comprehensive understanding of the service by the Service Delivery Champion</b>	
<b>Owner</b>	Stewart Broome – Senior Licensing Officer
<b>Co owner(s)</b>	Licensing Team
<b>Output/outcome(s)</b>	To review all website pages to ensure that they meet with the needs of our customers
<b>Links</b>	Service policies and procedures Service delivery Plans
<b>Source of data</b>	Existing licensing web pages
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>Review existing website pages in readiness for the new Council website</li> </ul>
<b>Reporting timescale</b>	Annually
<b>What resources are needed to ensure success?</b>	Officer time
<b>Are there opportunities for cross-service working?</b>	Customer services